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City and County of San Francisco
Mayor's Proposed Budget
2002-2003



Willie L. Brown, Jr., Mayor



City and County of San Francisco

Mayor's Proposed Budget 2002-2003

Willie L. Brown, Jr., Mayor

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Guide to Budget Documents

Mayor's Preliminary Budget 2002-2003

A document containing the Mayor's Preliminary Budget Message, an overview, summary tables, and departmental budgets by program.

Mayor's Budget Summary 2002-2003

A document containing the Mayor's Budget Message and an overview and tabular summary of the Mayor's Proposed Budget for 2002-2003.

Mayor's Proposed Budget 2002-2003

A document containing the Mayor's Budget Message and an overview and tabular summary of the Mayor's Proposed Budget, plus a narrative description of each department—its mission and services, budget data summary and strategic issues. Departmental data also include performance measures and a historical comparison of the department's total budget.

The Mayor's Proposed Budget also contains the Capital Budget: a listing of all capital projects funded in 2002-2003.

Consolidated Budget and Annual Appropriation Ordinance Fiscal Year Ending June 30, 2003

A document containing the sources of funds and their uses, detailed by department. This is the document that becomes the legal authority for the City to spend funds during the fiscal year.

To View These Documents . . .

Copies of these documents are distributed to all city libraries. They may also be viewed at the following City Hall locations:

The Mayor's Office of Finance and Legislative Affairs
1 Dr. Carlton B. Goodlett Place, Room 288
Phone: (415) 554-6114

The Controller's Office
1 Dr. Carlton B. Goodlett Place, Room 316
Phone: (415) 554-7500

The Clerk of the Board of Supervisors
1 Dr. Carlton B. Goodlett Place, Room 214
Phone: (415) 554-5184

The Mayor's Budget may also be viewed at the City and County of San Francisco Mayor's Office Web site: www.sfgov.org/mayor.

Contents

Mayor's Budget Message	
Budget Message.....	1
Budget Overview	
Overview of the Preliminary Budget	7
Budget Summary Tables	
Summary Tables	13
Departmental Budgets	
Academy of Sciences	49
Administrative Services	53
Administrative Services – Animal Care and Control.....	59
Administrative Services – Consumer Assurance	63
Administrative Services – Convention Facilities Management.....	67
Administrative Services – Medical Examiner.....	71
Administrative Services – Office of Contract Administration	75
Adult Probation	79
Aging and Adult Service	83
Airport Commission	87
Arts Commission.....	91
Asian Art Museum.....	95
Assessor/Recorder.....	99
Board of Appeals.....	103
Board of Supervisors	107
Building Inspection	111
Business and Economic Development	115
Child Support Services	119
Children and Families Commission	123
Children, Youth and their Families	127
City Attorney	131
City Planning	135
Civil Service Commission	139
Controller.....	143
County Education Office.....	147
District Attorney.....	149
Elections.....	153
Emergency Communications	157
Environment	161
Ethics Commission.....	165
Fine Arts Museums	169
Fire Department	173
Human Resources	177

Human Rights Commission	181
Human Services.....	185
Juvenile Probation.....	191
Law Library.....	195
Mayor	199
Municipal Transportation Agency – Municipal Railway	205
Municipal Transportation Agency – Parking and Traffic	211
Police	215
Port	219
Public Defender	223
Public Health	227
Public Library	233
Public Utilities Commission	239
Public Utilities Commission – Clean Water	243
Public Utilities Commission – Hetch Hetchy	247
Public Utilities Commission – Water Department	251
Public Works	255
Recreation and Park	261
Redevelopment Agency	267
Rent Arbitration Board	271
Retirement System	275
Sheriff	279
Status of Women.....	285
Taxi Commission	289
Telecommunications and Information Services.....	293
Treasurer/Tax Collector	297
Trial Courts.....	301
War Memorial	303

Bonded Debt and Other General City Responsibilities

Bonded Debt and Long-Term Obligations	309
General City Responsibility	317
General Fund Unallocated	319
Capital Projects	321

Mayor's Budget Message



Dear Citizens of San Francisco:

I am pleased to present to you my proposed 2002-2003 budget for the City and County of San Francisco.

This has been by far the most difficult budget my administration has had to contend with, as we confront the realities of a struggling economy and diminished revenues. However, I believe we have risen to this challenge: By prioritizing departmental spending, trimming the city workforce and achieving savings through cooperation with various stakeholders, we've managed to present a spending plan of \$4.9 billion—down from last year's \$5.2 billion—all without drastic cutbacks to the services San Franciscans rely upon.



Managing Through Difficult Times

Throughout the state and the nation, all levels of government are working to meet the expanded need for public services in an era of diminished resources. The current year's slowing of the national and local economies, the "dot-com bust" and the devastating impact of September 11th all combined to hand the San Francisco a projected shortfall of \$175 million, as we set out to fund needed City services.

We quickly responded to this challenge, bringing expenditures in line with revenues. In doing so, we have collectively preserved the services San Franciscans need, particularly in difficult times, while maintaining the financial health of the City. As an acknowledgment of our sound financial management, the nation's fiscal watchdogs have maintained our bond ratings—unlike every other California county they rated. This is not a minor victory: Those sound bond ratings translate into millions of dollars of savings to San Francisco taxpayers over the lives of City-issued bonds.

I began the creation of this budget over six months ago with a simple instruction to each of the City's department heads—"Prepare for the worst"—and have spent every day since then working to avoid those worst-case scenarios. This budget reflects an unprecedented joint effort involving Board of Supervisors President Tom Ammiano and other members of the Board, the City Attorney,

City labor leaders and workers, non-profit organizations, and concerned citizens. I am confident that it preserves those services San Franciscans expect and deserve in these difficult economic times.

While resources available to local governments across the nation are reduced, my goals for this budget are essentially unchanged from those of prior years. Through hard work and careful consideration, I have presented six previous budgets to the Board of Supervisors that endeavored to improve the quality of health care available to San Franciscans; improve the sense of safety and well-being for both residents and visitors alike; provide affordable housing and children's services to ensure that the City remains a place that families can call home; and meet the challenges of long-deferred improvements to our parks, libraries, and public transportation and infrastructure.

Maintaining Our Safety Net when It's Needed Most

During more prosperous times over the past six years, I have seen to it that we invest growing City revenues in the health and well-being of all San Franciscans. As a City, we have expanded successful programs to provide substance abuse and other proactive services to prevent more costly emergency room visits in the future. We have doubled our local support of our public health system, to ensure that lost federal and state dollars do not jeopardize local clinic and mental health services. We have invested over \$100 million in physical repairs to our hospitals and clinics, and over \$20 million in new equipment to ensure that our doctors and nurses have the tools to do their job. Indeed, San Francisco's public health budget is larger than the health budgets of five states in the Union.

During those prosperous times, I worked hard to expand these community health services—whether it was providing Universal Health Care for Children or opening up thousands of new drug-treatment slots—because I believed they needed to be expanded for the City's health and well-being. However, this budget proposal reflects my belief that now, during a time of relative scarcity, it is critical that we preserve our carefully constructed safety net. Accordingly, my highest priority over the past eight months has been to maintain our investments in the future health of our City. During the current year, as we worked to address a \$175 million shortfall and braced for a difficult budget year ahead, this administration made good on commitments to expand health care coverage to over 16,000 uninsured workers and approximately 4,000 uninsured children.

And in spite of our budget difficulties, I believe it is necessary to increase spending for our public health system by nearly \$50 million, to safeguard the health of San Franciscans in the coming years. This increase will allow for a greater level of service at San Francisco General Hospital, pay for the increased costs of providing medical care, and minimize service level reductions throughout our public health system.

Security in Uncertain Times

Ensuring the safety of San Franciscans has always been one of my top priorities. Without safe streets, parks and neighborhoods, none of us can enjoy our City. This is especially true in these anxious times following the events of September 11th. Accordingly, I propose in this budget to increase funding available to our key public safety agencies by nearly \$68 million.

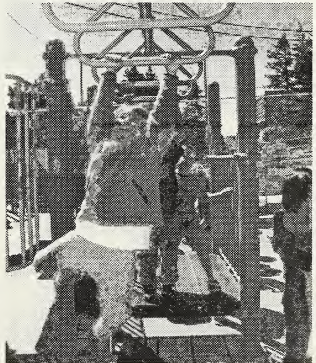
The City expects a growing number of public safety employee retirements in the coming years. This budget proposes to hire an additional 300 police officers, fire fighters, paramedics and emergency dispatchers, to ensure that these retirements don't adversely impact the safety of those who live and work in the City. And I am actively lobbying to make use of available federal and state funds to enhance these staffing levels in the months ahead.

I am also trying to stretch each dollar invested in public safety further. I have allocated \$1.5 million to replace the outdated police record management system, which will reduce officer time spent on administrative duties. I propose to replace firefighters answering calls at the 911 center with civilians and return those firefighters to stations in each of San Francisco's neighborhoods. At my direction, the City's public safety agencies have reduced their use of overtime hours by nearly 100,000 hours during the current year.

A Place to Call Home

As we begin the recovery from a national and local economic slowdown, it's more important than ever that we ensure that San Francisco remains an affordable and supportive place for families, seniors and children. This means avoiding cuts in the two areas families value most: City services that help parents raise children and affordable housing to help keep them here.

San Francisco has expanded its annual support of childcare, family support and other children's services by some \$38 million during my tenure; and this budget proposes to avoid reductions in these services when they are needed most. I propose to expand funds available for community-based services by \$3 million, including an addi-



tional \$450,000 for support services for families at risk of becoming homeless. I have also allocated an additional \$500,000 to preserve critical senior food programs and case management services.

And to ensure that each of us can afford to continue to call San Francisco home, I propose spending \$115 million on affordable housing in the coming year, including \$13 million for the preservation of affordable housing sites in Bayview Hunters Point and \$7 million to kick-start the construction of affordable housing units on Octavia Boulevard. Even with these efforts, however, available resources fall short of the Bay Area's tremendous housing needs. Accordingly, my administration—in conjunction with community leaders and key members of the Board of Supervisors—has begun work on a \$250 million renewal of the highly successful Proposition A Affordable Housing Bond.

Building for Tomorrow

While I have worked to expand necessary services to San Franciscans during my time as your Mayor, I have always done so with my eye on the horizon. During my tenure, the City has repaid loans taken out by prior administrations, avoided the unwise borrowing of tomorrow's funds to pay for today's costs, established new reserves, and based each budget on conservative revenue projections.



Our guiding principal during the boom times of the first five years of my administration was: Plant the excess dollars of an inflated economy in infrastructural improvements and essential capital projects, which will reap long-term rewards without tying up General Fund dollars for years. This careful financial management when times were better has enabled the City to weather the current year's economic slowdown without dramatic reductions in the provision of public services.

Accordingly, I intend to see that even in difficult times we do not turn our back on crucial long-term capital improvements to our parks, libraries, roads and public utility system. This budget also reflects my belief that a healthy general reserve—capitalized in this budget at \$30 million—is

the key to stability in uncertain times. Sound public policy dictates that we not ignore potential reductions that may result from state and federal actions beyond our control, and, accordingly, this budget guards against anticipated future cuts.

Working Together to Protect San Franciscans

When this budget process began six months ago, San Francisco faced a projected shortfall of \$175 million. Today, I am presenting to you a balanced budget. To get from \$175 million to \$0, this administration relied not only on careful budgeting, sound fiscal management and tough departmental prioritizing, but also on the critical support and cooperation of labor groups, who spent long hours at the table with President Ammiano and me as we tried to protect the needs of workers while providing for San Francisco's overall economic health. In many ways, this was the budget that brought us all together.

Together, we San Franciscans have weathered tough times, and we must now begin planning for the budget years beyond. In the coming months, each department head will report back to my office with an evaluation of the relative performance of each employee and contractor under his or her watch. In the coming months, I will call upon labor leaders and managers to sit down together at the same table to cooperatively develop strategies to get us through the difficult times ahead. We must continue the perseverance that has carried us through the past six months to ensure the maximum return on the City's investments in the years ahead.

It has been a pleasure to work with the Board of Supervisors, City Attorney, department heads, labor leaders, community groups, and concerned citizens in preparing this budget. It is now in your hands. I encourage each of you to carefully read through this document to examine the level of service and efficiency you should expect from every city department. I hope and trust you will work with me to realize the vision that has guided its creation.

Sincerely,

A handwritten signature in black ink, appearing to read "Willie Brown Jr.", with a stylized, flowing script.

Mayor Willie L. Brown, Jr.

Budget Overview

BUDGET OVERVIEW

The Local Economy and the 2002-2003 Budget

Budgeting prudently during prosperous times

The past five years have been exceptionally prosperous for the City and County of San Francisco. Fueled by the information technology industry, the City's economy experienced strong growth and record-low unemployment. These factors expanded the resources available to city government and allowed the Mayor to improve and augment services to San Franciscans. Virtually every category of General Fund revenue increased from 1996 to 2001, with property tax growing by 43 percent, hotel tax receipts growing by 44 percent, and sales tax growing by 33 percent.

While revenue grew considerably during these years, the Mayor managed the City's resources carefully, recognizing that the extraordinary economic growth would not last forever. From 1996 to 2001, the City invested in high levels of capital, maintenance-saving equipment, and productivity-enhancing technology improvements. San Francisco benefited greatly from improvements to city parks, libraries and health clinics, among various projects. The Mayor also directed substantial resources to meet the needs of a growing population of residents and visitors. For example, General Fund support to San Francisco's public health system increased by 90 percent. The budget of the Municipal Railway increased by over 39 percent, and the City significantly increased its investment in affordable housing. These investments replaced lost state and federal dollars and provided crucial services to the citizens of San Francisco. Finally, recognizing that prudent budgeting involves more than careful decisions about expenditures, the Mayor used increased revenue to maintain a record General Fund reserve.

Meeting the challenges of 2001-2002

San Francisco's careful budgetary practices helped the City meet the challenges of the last fiscal year. The events of September 11th and the national economic downturn had a serious impact on San Francisco. The implosion of the dot.com industry and the loss of hotel and sales tax revenues due to September 11th created a shortfall of approximately \$75 million in the City's 2001-2002 budget. The City absorbed this loss and maintained a balanced budget through the use of reserves and reductions to non-essential items in department budgets. Departments accomplished these mid-year reductions without decreasing service to city residents or resorting to layoffs. The municipal bond rating agencies recognized San Francisco's prudence and quick response to the budget crisis by maintaining the City's credit rating after September 11th. San Francisco was the only county in California to maintain its rating in the wake of the economic downturn.

The local economic outlook for 2002-2003

The economic outlook for 2002-2003 is mixed. San Francisco is currently experiencing some signs of an economic turnaround. The number of real estate transactions in the City has increased from the prior year in every month since December. Hotel occupancies are moving higher, and early indications are positive that people are beginning to travel once again.

The City benefits from a diverse flow of revenue into its General Fund. The General Fund contains over thirty types of revenue to fund vital programs and services. As a point of comparison, the state's General Fund receives 70 to 80 percent of its revenue from only two, economically sensitive sources: personal income tax and sales tax. San Francisco's General Fund revenue diversification has helped balance recent shortfalls in the City's economically sensitive revenues, including sales tax, hotel tax and real estate transfer tax.

The revenue estimates upon which the Mayor's Proposed Budget for 2002-2003 is built reflect a gradual economic recovery in the Bay Area over the course of the fiscal year. Discretionary tax and fee revenues are projected to increase from projected fiscal year 2001-2002 levels by approximately two to three percent, commensurate with a low inflation environment in 2002-2003.

City expenditures in 2002-2003

The low levels of projected growth in General Fund revenue have placed considerable restraints upon discretionary expenditures in the Mayor's Proposed Budget for 2002-2003. Discretionary spending in 2002-2003 remains constant when compared to 2001-2002. In addition, excluding the Department of Public Health, the number of positions citywide has decreased by one percent. City departments have worked hard to improve efficiency and focus on their core missions during this period of scarce resources. In 2002-2003, departments will do more with less, allowing the City to weather the drop in revenue without implementing significant service cuts.

As in prior years, the Mayor's Proposed Budget invests resources in capital, equipment, and technology to the greatest extent possible. These one-time expenditures ensure that the City can continue to maintain its buildings and facilities, replace aging, inefficient equipment and acquire technology to enhance productivity.

The charts on the following pages outline proposed spending by service area in 2002-2003.

A new budget process for 2002-2003

The 2002-2003 budget is the product of a new budget process, developed cooperatively by the Mayor and Board of Supervisors. In an effort to create a more transparent budget process and to allow the Board an expanded role in that process, the Mayor provided a preliminary budget to the Board on April 1st. The Budget Committee then held a hearing on each department's preliminary budget, focusing on policy issues as well as fiscal concerns. The new budget process successfully increased opportunities for public input and gave the Board of Supervisors more time to deliberate the tradeoffs inherent in budgeting.

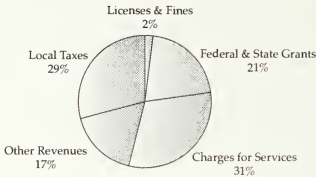
Focusing on mission and performance

The Mayor's Proposed Budget embodies a mission-driven focus and includes performance measures for each department as required by the City Charter and Administrative Code. Each department has identified its mission and shaped its budget to ensure that it provides the services outlined by its mission statement and goals. Mission-driven budgeting makes departments more responsive to the public and to policy makers and it provides direction for improved service delivery. Departments have focused strongly on their performance measures in the 2002-2003 budget, working with the Controller to define new measures, improve existing measures and ensure that data is collected to confirm the accuracy of the measures. Performance measurement enables policy makers to tie program funding with program results.

The 2002-2003 budget reflects the prudent practices that have characterized the Mayor's approach to budgeting over the course of his administration. Despite the low growth in General Fund revenue, this budget maximizes resources, creates efficiencies and continues to provide a high level of service to the citizens and visitors of San Francisco.

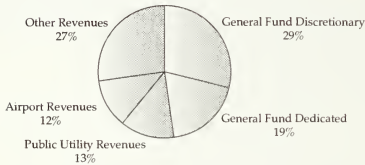
Budget Revenues

Revenues: \$4.9 Billion



Revenues total \$4.9 billion, of which 29 percent are tax revenues. The remaining 71 percent of city services are funded through federal and state grants, charges for specific purposes, and other revenues.

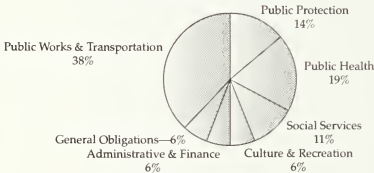
Discretionary Revenues: \$1.4 Billion



Discretionary revenue sources total \$1.4 billion or 29 percent of total revenues. Remaining revenue sources are dedicated to specific purposes and must be spent on specific programs.

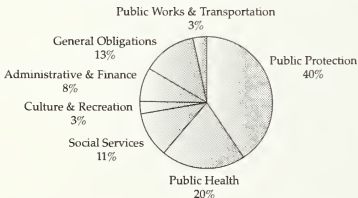
Budget Expenditures

Expenditures: \$4.9 Billion



The City spends nearly 40 percent of its revenues on public works and transportation projects. This funding primarily supports the Airport, the Public Utilities Commission, and the Municipal Railway.

Discretionary Expenditures: \$1.4 Billion



Total discretionary spending is \$1.4 billion, 40 percent of which supports public protection and criminal justice services. An additional 20 percent of discretionary spending supports San Francisco's public health system.

Budget Summary Tables

Sources and Uses of Funds Excluding Fund Transfers
Sources are Positive and Uses are (Negative)

Category of Source or Use	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's versus Revised
Sources of Funds					
Local Taxes	1,437,092,996	1,455,474,522	1,455,639,375	1,454,598,859	(1,040,516)
Licenses and Fines	104,549,860	98,383,011	98,383,011	101,581,854	3,198,843
Use of Money or Property	390,311,674	390,492,530	390,492,530	343,249,409	(47,243,121)
Intergovernmental Revenue - Federal	238,101,122	222,941,793	222,941,793	249,536,453	26,594,660
Intergovernmental Revenue - State	660,221,356	698,463,108	698,463,108	729,942,185	31,479,077
Intergovernmental Revenue - Other	53,972,249	69,899,534	69,899,534	51,806,925	(18,092,609)
Charges for Services	1,275,116,585	1,503,580,935	1,506,883,342	1,532,829,672	25,946,330
Other Revenues	185,785,474	273,897,099	273,897,099	131,965,814	(141,931,285)
Fund Balance	144,694,110	526,547,017	527,590,431	341,717,341	(185,873,090)
Sources of Funds Subtotals	4,489,845,426	5,239,679,549	5,244,190,223	4,937,228,512	(306,961,711)
Uses of Funds					
Salaries and Wages	(1,688,017,186)	(1,823,591,261)	(1,849,165,669)	(1,965,087,973)	(115,922,304)
Fringe Benefits	(397,114,550)	(442,651,729)	(445,138,324)	(445,575,300)	(436,976)
Overhead	(40,331,324)	(34,384,210)	(34,392,190)	(39,271,371)	(4,879,181)
Professional & Contractual Services	(1,104,710,758)	(1,294,340,892)	(1,289,633,502)	(1,203,673,377)	85,960,125
Aid Assistance	(264,024,170)	(304,330,150)	(307,209,979)	(304,846,813)	2,363,166
Materials and Supplies	(187,248,226)	(169,191,472)	(171,789,793)	(170,108,756)	1,681,037
Equipment	(53,696,672)	(56,704,331)	(54,251,788)	(50,045,776)	4,206,012
Debt Service	(362,517,799)	(499,440,036)	(499,440,036)	(589,749,133)	(90,309,097)
Services of Other Departments	(396,957,857)	(410,134,777)	(413,768,911)	(408,688,854)	5,080,057
Expenditure Recovery	451,587,322	512,485,684	511,188,184	531,370,673	20,182,489
Budgetary Reserves	(231,938,022)	(76,307,638)	(49,499,478)	(62,273,462)	(12,773,984)
Facilities Maintenance	(10,453,333)	(14,824,000)	(14,824,000)	(11,279,700)	3,544,300
Capital Projects	(204,422,851)	(626,264,737)	(626,264,737)	(217,998,670)	408,266,067
Uses of Funds Subtotals	(4,489,845,426)	(5,239,679,549)	(5,244,190,223)	(4,937,228,512)	306,961,711

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Revenues by Category and Object

Object	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Local Taxes					
101 PROPERTY TAXES	627,422,935	633,153,567	633,318,420	704,224,859	70,906,439
111 PAYROLL TAX	255,460,745	269,852,000	269,852,000	276,200,000	6,348,000
112 GROSS RECEIPTS TAX	12,381,456	0	0	0	0
113 REGISTRATION TAX	9,980,244	6,417,000	6,417,000	6,610,000	193,000
121 SALES & USE TAX	143,815,095	155,190,000	155,190,000	130,529,000	(24,661,000)
122 HOTEL ROOM TAX	189,263,566	204,523,955	204,523,955	153,779,000	(50,744,955)
123 UTILITY USERS TAX	77,170,417	77,346,000	77,346,000	78,208,000	862,000
124 PARKING TAX	56,386,005	58,370,000	58,370,000	57,250,000	(1,120,000)
125 PROPERTY TRANSFER TAX	62,335,132	48,000,000	48,000,000	45,150,000	(2,850,000)
129 OTHER LOCAL TAXES	2,877,401	2,622,000	2,622,000	2,648,000	26,000
Local Taxes Subtotals	1,437,092,996	1,455,474,522	1,455,639,375	1,454,598,859	(1,040,516)
Licenses and Fines					
201 BUSINESS HEALTH LICENSES	3,382,871	3,941,466	3,941,466	4,152,600	211,134
202 OTHER BUSINESS/PROFESSIONAL LICENSES	1,950,056	1,586,462	1,586,462	2,007,620	421,158
203 ROAD PRIVILEGES & PERMITS	3,327,872	3,084,900	3,084,900	3,470,224	385,324
206 FRANCHISES	12,088,033	11,381,000	11,381,000	11,332,000	(49,000)
207 ETHICS FEES	34,938	33,185	33,185	34,825	1,640
209 OTHER LICENSES & PERMITS	3,919,429	3,580,617	3,580,617	3,741,817	161,200
251 TRAFFIC FINES	77,946,248	71,138,724	71,138,724	73,337,096	2,198,372
252 COURT FINES-NON TRAFFIC	260,608	239,927	239,927	236,376	(3,551)
253 OTHER NON-COURT FINES	19,733	250,000	250,000	200,000	(50,000)
255 ETHICS FINES	7,085	10,750	10,750	98,613	87,863
259 OTHER FORFEITURES & PENALTIES	1,612,987	3,135,980	3,135,980	2,970,683	(165,297)
Licenses and Fines Subtotals	104,549,860	98,383,011	98,383,011	101,581,854	3,198,843

Sources and Uses of Funds Excluding Fund Transfers
Sources are Positive and Uses are (Negative)

Category of Source or Use	2000-2001	2001-2002		2002-2003	
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Intergovernmental Revenue - State	660,221,356	698,463,108	698,463,108	729,942,185	31,479,077
Intergovernmental Revenue - Other	53,972,249	69,899,534	69,899,534	51,806,925	(18,092,609)
Charges for Services	1,275,116,585	1,503,580,935	1,506,883,342	1,532,829,672	25,946,330
Other Revenues	185,785,474	273,897,099	273,897,099	131,965,814	(141,931,285)
Fund Balance	144,694,110	526,547,017	527,590,431	341,717,341	(185,873,090)
Sources of Funds Subtotals	4,489,845,426	5,239,679,549	5,244,190,223	4,937,228,512	(306,961,711)
Uses of Funds					
Salaries and Wages	(1,688,017,186)	(1,823,591,261)	(1,849,165,669)	(1,965,087,973)	(115,922,304)
Fringe Benefits	(397,114,550)	(442,651,729)	(445,138,324)	(445,575,300)	(436,976)
Overhead	(40,331,324)	(34,384,210)	(34,392,190)	(39,271,371)	(4,879,181)
Professional & Contractual Services	(1,104,710,758)	(1,294,340,892)	(1,289,633,502)	(1,203,673,377)	85,960,125
Aid Assistance	(264,024,170)	(304,330,150)	(307,209,979)	(304,846,813)	2,363,166
Materials and Supplies	(187,248,226)	(169,191,472)	(171,789,793)	(170,108,756)	1,681,037
Equipment	(53,696,672)	(56,704,331)	(54,251,788)	(50,045,776)	4,206,012
Debt Service	(362,517,799)	(499,440,036)	(499,440,036)	(589,749,133)	(90,309,097)
Services of Other Departments	(396,957,857)	(410,134,777)	(413,768,911)	(408,688,854)	5,080,057
Expenditure Recovery	451,587,322	512,485,684	511,188,184	531,370,673	20,182,489
Budgetary Reserves	(231,938,022)	(76,307,638)	(49,499,478)	(62,273,462)	(12,773,984)
Facilities Maintenance	(10,453,333)	(14,824,000)	(14,824,000)	(11,279,700)	3,544,300
Capital Projects	(204,422,851)	(626,264,737)	(626,264,737)	(217,998,670)	408,266,067
Uses of Funds Subtotals	(4,489,845,426)	(5,239,679,549)	(5,244,190,223)	(4,937,228,512)	306,961,711

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Revenues by Category and Object

Object	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Intergovernmental Revenue - State					
451 STATE-PUBLIC ASSISTANCE ADMIN	50,032,112	71,743,940	71,743,940	58,770,834	(12,973,106)
452 STATE-PUBLIC ASSISTANCE PROGRAMS	43,053,234	44,171,659	44,171,659	75,724,908	31,553,249
453 STATE-HEALTH ADMINISTRATION	21,313,243	25,131,323	25,131,323	25,449,932	318,609
454 STATE-HEALTH PROGRAMS	70,011,483	84,180,577	84,180,577	88,763,444	4,582,867
455 STATE-HEALTH & WELFARE SALES TAX	112,472,492	110,670,604	110,670,604	111,000,000	329,396
456 STATE-HEALTH & WELFARE VEH LICENSE FEE	71,750,825	71,400,000	71,400,000	77,800,000	6,400,000
461 STATE-MOTOR VEHICLE IN-LIEU TAX	97,306,598	102,171,000	102,171,000	105,645,000	3,474,000
462 STATE-HIGHWAY USERS TAX	14,746,091	15,046,719	15,046,719	15,172,132	125,413
470 STATE-AGRICULTURE	104,275	163,000	163,000	103,000	(60,000)
471 STATE-TRANSPORT/TRANSIT-OPERATING ASS	27,650,000	30,978,638	30,978,638	33,436,117	2,457,479
476 STATE - DISASTER RELIEF	660,162	0	0	0	0
481 STATE - HOMEOWNERS' PROPERTY TAX RELI	5,389,944	5,414,045	5,414,045	5,444,840	30,795
482 STATE - TRIAL COURT FUNDING	2,817,291	0	0	0	0
483 STATE - PROP 172 PUBLIC SAFETY FUNDS	71,637,690	75,066,000	75,066,000	71,864,000	(3,202,000)
489 STATE - OTHER	71,275,916	62,325,603	62,325,603	60,767,978	(1,557,625)
Intergovernmental Revenue - State Subtotals	660,221,356	698,463,108	698,463,108	729,942,185	31,479,077
Intergovernmental Revenue - Other					
491 OTHER-TRANSPORT/TRANSIT-OPERTING ASSI	53,502,855	69,899,534	69,899,534	51,806,925	(18,092,609)
499 OTHER - GOVERNMENTAL AGENCIES	469,394	0	0	0	0
Intergovernmental Revenue - Other Subtotals	53,972,249	69,899,534	69,899,534	51,806,925	(18,092,609)

Revenues by Category and Object

Object	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Charges for Services					
601 GENERAL GOVERNMENT SERVICES	44,681,881	42,949,776	42,949,776	48,370,636	5,420,860
605 HUMANE SERVICE	116,978	73,200	73,200	130,200	57,000
606 PUBLIC SAFETY SERVICE CHARGES	31,781,982	29,627,575	29,627,575	34,844,124	5,216,549
607 CORRECTION SERVICE CHARGES	3,176,427	2,026,000	4,819,734	5,137,082	317,348
608 HIGHWAY SERVICE CHARGES	9,428,953	3,376,500	3,376,500	4,529,500	1,153,000
611 PLANNING & ENGINEERING SERVICES	22,206,854	29,830,308	30,338,981	24,124,418	(6,214,563)
625 LIBRARY SERVICES	501,743	606,739	606,739	726,739	120,000
626 REC & PARK-SERVICE CHARGES	14,900,486	14,592,150	14,592,150	14,023,165	(568,985)
628 CONCERTS, EXHIBITIONS & PERFORMANCES	2,491,924	1,514,135	1,514,135	2,417,015	902,880
631 SANITATION SERVICE CHARGES	136,821,036	147,666,000	147,666,000	138,325,225	(9,340,775)
635 HEALTH SERVICE CHARGES	7,515,633	5,423,741	5,423,741	6,382,467	958,726
640 PORT-CARGO SERVICES	2,365,396	2,977,000	2,977,000	3,138,000	161,000
641 PORT-SHIP REPAIR SERVICES	0	1,250,000	1,250,000	1,075,000	(175,000)
642 PORT-HARBOR SERVICES	28,378	915,000	915,000	933,000	18,000
645 PORT-CRUISE SERVICES	545,119	585,000	585,000	760,000	175,000
646 PORT-FISHING SERVICES	41,958	1,506,000	1,506,000	1,476,000	(30,000)
647 PORT-OTHER MARINE SERVICES	727,049	1,350,000	1,350,000	1,243,500	(106,500)
651 HOSPITAL SERVICE CHARGES	17,933,952	14,167,924	14,167,924	13,316,630	(851,294)
652 INPATIENT REVENUES	496,872,360	623,750,739	491,005,322	750,263,730	259,258,408
653 OUTPATIENT REVENUES	132,454,116	18,804,078	155,191,224	21,402,830	(133,788,394)
654 EMERGENCY ROOM REVENUES	27,648,252	0	0	0	0
658 REVENUE DEDUCTIONS	(426,829,345)	(416,578,815)	(421,578,815)	(517,479,417)	(95,900,602)
659 NET PATIENT REVENUE	24,985,320	26,737,633	28,095,904	30,934,039	2,836,135
660 STATE BILL REVENUES	127,411,715	149,183,366	149,183,366	149,227,286	43,920
661 TRANSIT PASS REVENUE	49,988,923	50,574,400	50,574,400	48,004,979	(2,569,421)
662 TRANSIT CABLE CAR REVENUE	12,384,768	12,643,400	12,643,400	12,213,524	(429,876)
663 TRANSIT CASH REVENUE	38,208,848	39,402,500	39,402,500	37,064,557	(2,337,943)
664 TRANSIT CHARTER BUS REVENUE	21,058	11,000	11,000	10,626	(374)
665 TRANSIT ADVERTISING REVENUE	8,899,424	8,680,517	8,680,517	9,984,793	1,304,276
666 TRANSIT TOKEN REVENUE	2,708,430	2,900,000	2,900,000	2,801,400	(98,600)
667 TRANSIT PARATRANSIT REVENUE	865,741	700,000	700,000	865,000	165,000
669 TRANSIT OTHER OPERATING REVENUE	171,673	11,223,887	11,223,887	10,970,053	(253,834)
671 SFIA-FLIGHT OPERATIONS	68,861,275	179,288,702	179,288,702	186,729,468	7,440,766
672 SFIA-RENTAL AIRLINES	116,680,520	183,558,041	183,558,041	174,609,044	(8,948,997)
673 SFIA-PAVED & UNIMPROVED-AIRLINES	18,662,999	21,893,000	21,893,000	21,976,000	83,000
674 SFIA-AIRCRAFT & OUTDOOR STORAGE	7,439,893	7,951,000	7,951,000	7,386,000	(565,000)
675 SFIA-AIRLINE SUPPORT SERVICE	1,605,217	1,751,000	1,751,000	13,190,000	11,439,000
676 SFIA-FUEL, OIL & OTHER SERVICES	3,423,480	4,313,000	4,313,000	3,135,000	(1,178,000)
677 SFIA-PARKING AIRLINES	5,627,574	4,920,000	4,920,000	6,302,000	1,382,000
681 WATER SALES	139,017,055	147,381,438	147,381,438	155,140,500	7,759,062
687 HHETCHY - ELECTRICITY SALES	102,106,280	115,830,130	115,830,130	105,966,474	(9,863,656)
691 HEALTH SERVICE FUND CHARGES	(9,060)	0	0	0	0
699 OTHER CHARGES FOR SERVICES	324,772	300,798	300,798	145,798	(155,000)
860 ISF CHARGES FOR SERVICES TO AAO FUNDS	14,340,582	7,924,073	7,924,073	942,787	(6,981,286)
880 ISF CHARGE FOR SVC TO OTHER CITY AGENCY	5,978,966	0	0	0	0
890 NON ISF CHRGS FOR SVCS TO OTHER CITYAG	0	0	0	90,500	90,500
Charges for Services Subtotals	1,275,116,585	1,503,580,935	1,506,883,342	1,532,829,672	25,946,330

Revenues by Category and Object

Object	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Other Revenues					
701 RETIREMENT - CONTRIBUTIONS	12,460,581	13,667,777	13,667,777	13,688,969	21,192
751 SF COMMUNITY COLLEGE DIST REVENUE	27,593	0	0	0	0
753 CHN-OTHER OPERATING REVENUE	3,006,265	4,104,141	4,104,141	14,767,077	10,662,936
758 PORT-POWER	18,402	0	0	0	0
759 PORT-OTHER NON OPERATING REVENUE	1,542,495	890,000	890,000	285,000	(605,000)
761 GAIN(LOSS) ON SALES OF FIXED ASSETS	2,359,186	4,200,000	4,200,000	5,400,000	1,200,000
762 PROCEEDS FROM SALES OF OTHER CITY PRO	82,828	83,000	83,000	114,000	31,000
771 SFIA-COGENERATION FACILITIES	104,629	132,000	132,000	140,000	8,000
772 SFIA-ELECTRICITY	12,015,245	16,560,000	16,560,000	14,563,000	(1,997,000)
773 SFIA-WATER	4,335,429	4,752,000	4,752,000	4,047,000	(705,000)
774 SFIA-SECURITY SERVICES	2,497,001	2,018,000	2,018,000	12,081,000	10,063,000
775 SFIA-MEDICAL SERVICES	1,086,092	0	0	0	0
779 SFIA-MISCELLANEOUS	6,220,667	3,354,000	3,354,000	3,772,000	418,000
780 WATER-OTHER OPERATING REVENUE	4,145,871	0	0	0	0
781 GIFTS & BEQUESTS	913,218	1,821,645	1,821,645	3,223,467	1,401,822
789 OTHER OPERATING ADJUSTMENTS	4,182,263	0	0	150,000	150,000
797 CUSTOM WORK&SVC TO OTHER GOVT AGEN	2,075,040	0	0	0	0
799 OTHER NON-OPERATING REVENUES	10,938,892	2,498,764	2,498,764	4,911,190	2,412,426
801 PROCEEDS FROM LONG-TERM DEBT	62,773,777	142,179,772	142,179,772	41,401,111	(100,778,661)
802 LOAN REPAYMENT	0	0	0	12,900,000	12,900,000
803 PROCEEDS FROM SHORT-TERM DEBT	55,000,000	77,636,000	77,636,000	0	(77,636,000)
849 OTHER FINANCING SOURCES	0	0	0	522,000	522,000
Other Revenues Subtotals	185,785,474	273,897,099	273,897,099	131,965,814	(141,931,285)
Transfers In					
920 GENERAL FUND SUBSIDY TRANSFER IN	262,686,833	306,852,921	306,852,921	299,707,892	(7,145,029)
930 OTHER OPERATING TRANSFERS IN	160,057,514	193,308,322	193,308,322	168,916,372	(24,391,950)
950 INTRAFUND TRANSFERS IN	328,065,334	450,546,750	457,433,235	308,270,383	(149,162,852)
Transfers In Subtotals	750,809,681	950,707,993	957,594,478	776,894,647	(180,699,831)
Fund Balance					
999 FUND BALANCE	144,694,110	526,547,017	527,590,431	341,717,341	(185,873,090)
Fund Balance Subtotals	144,694,110	526,547,017	527,590,431	341,717,341	(185,873,090)
Revenue Subtotals	5,240,655,107	6,190,387,542	6,201,784,701	5,714,123,159	(487,661,542)
Less Interfund and Intrafund Transfers	(750,809,681)	(950,707,993)	(957,594,478)	(776,894,647)	180,699,831
Net Revenues	4,489,845,426	5,239,679,549	5,244,190,223	4,937,228,512	(306,961,711)

Expenditures by Category and Object

		2000-2001	2001-2002		2002-2003	
Char / Obj	Object Title	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Salaries and Wages						
001/001	PERMANENT SALARIES-MISC	1,013,984,728	1,141,636,463	1,142,139,612	1,206,330,566	64,190,954
001/002	PERMANENT SALARIES-UNIFORM	275,166,346	319,510,056	337,315,211	364,473,480	27,158,269
001/003	PERMANENT SALARIES-PLATFORM	117,282,895	118,405,055	118,405,545	121,410,856	3,005,311
001/004	PERMANENT SALARIES-NURSES	92,599,795	108,856,390	108,856,390	115,170,662	6,314,272
001/005	TEMP SALARIES-MISC	43,824,461	20,437,787	20,444,987	19,251,129	(1,193,858)
001/006	TEMP SALARIES-NURSES	6,331,313	2,755,990	2,755,990	3,355,103	599,113
001/009	PREMIUM PAY	47,666,905	45,425,242	47,249,349	53,873,470	6,624,121
001/010	ONE-TIME SALARY PAYMENTS	2,558,361	3,960,870	4,137,201	12,373,442	8,236,241
001/011	OVERTIME	75,222,489	50,085,015	55,077,672	55,123,122	45,450
001/012	HOLIDAY PAY	13,379,893	12,517,903	12,783,712	13,726,143	942,431
Salaries and Wages		1,688,017,186	1,823,591,261	1,849,165,669	1,965,087,973	115,922,304
Fringe Benefits						
013/013	MANDATORY FRINGE BENEFITS	396,993,505	442,506,729	444,993,324	445,399,010	405,686
013/015	HEALTH SERVICE	121,045	145,000	145,000	176,290	31,290
Fringe Benefits		397,114,550	442,651,729	445,138,324	445,575,300	436,976
Overhead						
020/020	OVERHEAD	40,331,324	34,384,210	34,392,190	39,271,371	4,879,181
Overhead		40,331,324	34,384,210	34,392,190	39,271,371	4,879,181
Professional & Contractual Services						
021/021	TRAVEL	2,512,090	2,856,760	2,881,260	3,024,040	142,780
021/022	TRAINING	8,110,826	7,918,758	7,736,410	8,755,489	1,019,079
021/023	EMPLOYEE FIELD EXPENSE	926,221	449,114	568,664	605,977	37,313
021/024	MEMBERSHIP FEES	1,759,165	1,543,095	1,559,695	1,558,474	(1,221)
021/025	ENTERTAINMENT AND PROMOTION	2,220,936	1,974,763	1,974,763	1,977,668	2,905
021/026	COURT FEES AND OTHER COMPENSATION	10,509,056	9,145,814	9,710,621	8,935,744	(774,877)
021/027	PROFESSIONAL & SPECIALIZED SERVICES	520,866,825	534,646,769	532,080,598	551,820,496	19,739,898
021/028	MAINTENANCE SVCS-BUILDING & STRUCTU	25,494,886	11,815,569	13,854,176	11,327,760	(2,526,416)
021/029	MAINTENANCE SVCS-EQUIPMENT	21,096,453	22,849,299	23,161,666	20,790,297	(2,371,369)
021/030	RENTS & LEASES-BUILDINGS & STRUCTURE	75,016,182	41,028,654	41,499,463	57,386,935	15,887,472
021/031	RENTS & LEASES-EQUIPMENT	14,139,004	11,168,544	11,172,296	10,186,273	(986,023)
021/032	UTILITIES	19,825,672	22,482,969	22,488,569	19,247,466	(3,241,103)
021/033	POWER FOR RESALE	117,036,539	154,562,618	154,562,618	132,532,735	(22,029,883)
021/034	SUBSISTANCE	231,078	56,757	56,757	62,056	5,299
021/035	OTHER CURRENT EXPENSES	149,079,272	285,062,828	278,513,949	252,620,019	(25,893,930)
021/051	INSURANCE	64,858,396	55,584,871	55,687,871	59,381,394	3,693,523
021/052	TAXES, LICENSES & PERMITS	50,617,480	51,771,518	51,501,934	51,510,135	8,201
021/053	JUDGEMENTS & CLAIMS	32,975,975	76,636,041	77,836,041	15,361,933	(62,474,108)
021/054	OTHER FIXED CHARGES	1,004,230	1,169,156	1,169,156	1,121,438	(47,718)
055/056	HEALTH SERVICE TRUST FUND	135,938	0	0	0	0
069/068	PROGRAMMATIC PROJECTS-CFWD BUDGET	0	(66,336)	(66,336)	0	66,336
075/075	DEPRECIATION	0	4,123	4,123	4,123	0
079/079	ALLOCATED CHARGES	(13,705,466)	(5,365,679)	(5,365,679)	(5,312,077)	53,602
080/080	EXPENDITURE CONTINGENCY	0	7,044,887	7,044,887	775,002	(6,269,885)
Professional & Contractual Services		1,104,710,758	1,294,340,892	1,289,633,502	1,203,673,377	(85,960,125)

Expenditures by Category and Object

		2000-2001	2001-2002		2002-2003	
Char / Obj	Object Title	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Aid Assistance						
036/036	AID ASSISTANCE	34,104,198	48,203,078	48,415,366	48,323,354	(92,012)
037/037	AID PAYMENTS	163,321,065	163,611,801	163,611,801	204,319,384	40,707,583
038/038	CITY GRANT PROGRAMS	44,305,620	52,515,271	55,182,812	52,204,075	(2,978,737)
039/039	OTHER SUPPORT & CARE OF PERSONS	22,293,287	40,000,000	40,000,000	0	(40,000,000)
Aid Assistance		264,024,170	304,330,150	307,209,979	304,846,813	(2,363,166)
Materials and Supplies						
040/040	MATERIALS & SUPPLIES BUDGET ONLY	0	84,306,652	86,049,018	86,570,508	521,490
040/041	INVENTORIES	2,760,912	0	0	0	0
040/042	BUILDING & CONSTRUCTION SUPPLIES	18,317,674	8,694,943	8,696,202	7,111,317	(1,584,885)
040/043	EQUIPMENT MAINTENANCE SUPPLIES	35,030,707	27,546,878	27,509,309	23,311,932	(4,197,377)
040/044	HOSPITAL, CLINICS & LABORATORY SUPPLI	45,354,566	8,691,585	8,731,585	10,884,522	2,152,937
040/045	SAFETY	10,143,119	4,049,862	4,084,862	4,860,433	775,571
040/046	FOOD	11,602,599	3,516,719	3,517,469	3,428,088	(89,381)
040/047	FUELS AND LUBRICANTS	11,180,070	9,364,424	9,369,424	7,548,056	(1,821,368)
040/048	WATER SEWAGE TREATMENT SUPPLIES	5,993,795	5,868,014	5,868,014	7,058,824	1,190,810
040/049	OTHER MATERIALS & SUPPLIES	42,722,580	17,152,395	17,942,910	19,172,576	1,229,666
040/04A	EQUIPMENT (5K OR LESS-CONTROLLED AS	920,741	0	21,000	162,500	141,500
Materials and Supplies		184,026,763	169,191,472	171,789,793	170,108,756	(1,681,037)
Equipment						
060/060	EQUIPMENT PURCHASE	34,083,337	35,550,519	33,067,976	21,575,453	(11,492,523)
060/061	EQUIPMENT LEASE PURCHASE-INITIAL	250,481	185,276	185,276	7,596,387	7,411,111
060/062	EQUIPMENT LEASE/PURCHASE-OPTION RE	8,634,890	1,755,518	13,380,894	1,846,692	(11,534,202)
060/063	EQUIPT LEASE/PURCHASE-FIN AGCY-INITIA	0	0	30,000	250,479	220,479
060/064	EQPT LEASE/PURCH-CITY FIN AGCY-OPT R	10,550,238	19,213,018	7,587,642	18,776,765	11,189,123
060/065	ANIMAL PURCHASE	26,484	0	0	0	0
060/066	LAND	136,427	0	0	0	0
060/068	INTEREST EXPENSE-CAPITALIZED	14,815	0	0	0	0
Equipment		53,696,672	56,704,331	54,251,788	50,045,776	(4,206,012)
Debt Service						
070/070	DEBT SERVICE	362,517,799	499,440,036	499,440,036	589,749,133	90,309,097
Debt Service		362,517,799	499,440,036	499,440,036	589,749,133	90,309,097
Services of Other Departments						
081/081	SERVICES OF OTHER DEPTS (AAO FUNDS)	400,280,246	410,112,777	413,746,911	408,688,854	(5,058,057)
081/083	SERVICES OF OTHER CITY AGENCIES	15,000	22,000	22,000	0	(22,000)
Services of Other Departments		400,295,246	410,134,777	413,768,911	408,688,854	(5,080,057)
Transfers Out						
091/093	OTHER OPERATING TRANSFERS OUT	159,973,035	193,308,322	193,308,322	168,916,372	(24,391,950)
092/092	GENERAL FUND SUBSIDY TRANSFER OUT	266,184,163	306,852,921	306,852,921	299,707,892	(7,145,029)
095/095	INTRAFUND TRANSFERS OUT	327,963,940	450,546,750	457,433,235	308,270,383	(149,162,852)
Transfers Out		754,121,138	950,707,993	957,594,478	776,894,647	(180,699,831)
Budgetary Reserves						
097/097	UNAPPROPRIATED REVENUE - RESERVED	0	73,926,198	47,118,038	60,017,358	12,899,320
099/099	UNAPPROPRIATED REVENUE-UNRESERVED	231,938,022	2,381,440	2,381,440	2,256,104	(125,336)
Budgetary Reserves		231,938,022	76,307,638	49,499,478	62,273,462	12,773,984

Expenditures by Category and Object

		2000-2001	2001-2002		2002-2003	
Char / Obj	Object Title	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Facilities Maintenance						
06F/06F	FACILITIES MAINTENANCE PROJECTS-BUD	10,453,333	14,824,000	14,824,000	11,279,700	(3,544,300)
Facilities Maintenance		10,453,333	14,824,000	14,824,000	11,279,700	(3,544,300)
Capital Projects						
067/067	BLDS,STRUCTURES & IMPROVEMENTS	204,422,851	626,264,737	626,264,737	217,998,670	(408,266,067)
Capital Projects		204,422,851	626,264,737	626,264,737	217,998,670	(408,266,067)
Expenditure Subtotals		5,695,669,812	6,702,873,226	6,712,972,885	6,245,493,832	(467,479,053)
Less Interfund and Intrafund Transfers		(754,211,138)	(950,707,993)	(957,594,478)	(776,894,647)	180,699,831
Less Interdepartmental Recoveries		(462,410,705)	(512,485,684)	(511,188,184)	(531,370,673)	(20,182,489)
Net Expenditures		4,479,047,969	5,239,679,549	5,244,190,223	4,937,228,512	(306,961,711)

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Budget Summary Tables

Revenues by Fund

Fund	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Fund Type: 1G GENERAL FUND					
AAA GENERAL FUND	2,102,200,604	2,301,784,163	2,307,430,096	2,337,096,597	29,666,501
AAP GENERAL FUND	48,550,198	53,210,106	53,538,442	49,334,560	(4,203,882)
ACP GENERAL FUND	44,255,396	65,007,110	69,386,586	43,621,685	(25,764,901)
PWF GENERAL FUND	20,000	0	0	0	0
Fund Type: 1G Subtotals	2,195,026,198	2,420,001,379	2,430,355,124	2,430,052,842	(302,282)
Fund Type: 2S SPECIAL REVENUE FUNDS					
00D NEIGHBORHOOD DEVELOPMENT SPEC REV F	20,706,585	0	0	0	0
01C NEIGHBORHOOD DEVELOPMENT SPEC REV F	17,016,780	17,000,000	17,000,000	0	(17,000,000)
01D NEIGHBORHOOD DEVELOPMENT SPEC REV F	23,028,469	23,000,000	23,000,000	0	(23,000,000)
911 PUBLIC PROTECTION SPECIAL REVENUE FUN	21,822,961	12,000,000	12,000,000	15,500,000	3,500,000
99A NEIGHBORHOOD DEVELOPMENT SPEC REV F	13,379,259	0	0	0	0
AAA WAR MEMORIAL FUND	11,005,935	11,559,455	11,559,455	14,939,070	3,379,615
AAA GENERAL SERVICES SPECIAL REVENUE FUN	6,828,175	0	0	0	0
AAP WAR MEMORIAL FUND	452,540	450,000	450,000	523,500	73,500
ACA CULTURE & RECREATION SPEC REV FD	50,000	0	0	0	0
ACB CULTURE & RECREATION SPEC REV FD	159,997	156,317	156,317	163,410	7,093
ACC CULTURE & RECREATION SPEC REV FD	99,571	99,899	99,899	104,175	4,276
ACC NEIGHBORHOOD DEVELOPMENT SPEC REV F	0	0	0	574,000	574,000
ACD CULTURE & RECREATION SPEC REV FD	121,703	131,741	131,741	139,167	7,426
ACP WAR MEMORIAL FUND	305,118	1,350,000	1,350,000	5,650,000	4,300,000
ANP CONVENTION FACILITIES FUND	55,752,983	80,031,125	80,031,125	58,518,267	(21,512,858)
ANP BUILDING INSPECTION FUND	30,766,333	34,249,932	34,249,932	31,147,246	(3,102,686)
ANP CHILD SUPPORT SERVICES FUND	18,272,208	25,063,736	25,063,736	26,274,058	1,210,322
APR PUBLIC LIBRARY SPECIAL REVENUE FUND	200,380	240,000	240,000	240,000	0
APR OPEN SPACE & PARK FUND	2,002,424	356,315	356,315	368,863	12,548
APR CONVENTION FACILITIES FUND	0	600,000	600,000	0	(600,000)
APR COURTS' SPECIAL REVENUE FUND	5,820,709	4,492,114	4,492,114	6,562,140	2,070,026
APR GOLF FUND	0	0	0	300,000	300,000
BBF NEIGHBORHOOD DEVELOPMENT SPEC REV F	769,994	736,195	736,195	1,145,361	409,166
BTS BUSINESS TAX	0	62,800,000	62,800,000	0	(62,800,000)
CPR OPEN SPACE & PARK FUND	6,158,919	7,757,617	7,757,617	10,474,276	2,716,659
CPR PUBLIC LIBRARY SPECIAL REVENUE FUND	1,815,000	643,439	643,439	280,000	(363,439)
CPR COURTS' SPECIAL REVENUE FUND	0	0	0	2,040,000	2,040,000
CPR CONVENTION FACILITIES FUND	14,593,118	5,967,397	5,967,397	6,036,000	68,603
CPR BUILDING INSPECTION FUND	153,800	0	0	0	0
CTA GENERAL SERVICES SPECIAL REVENUE FUN	1,566,042	1,114,000	1,114,000	961,000	(153,000)
DAF PUBLIC PROTECTION SPECIAL REVENUE FUN	539,329	773,009	773,009	761,406	(11,603)
DAN PUBLIC PROTECTION SPECIAL REVENUE FUN	113,407	61,823	61,823	61,823	0
DPF NEIGHBORHOOD DEVELOPMENT SPEC REV F	0	2,400,000	2,400,000	900,000	(1,500,000)
DRP GENERAL SERVICES SPECIAL REVENUE FUN	428,360	401,500	401,500	401,500	0
DVP HUMAN WELFARE SPECIAL REVENUE FUND	212,481	200,000	200,000	200,000	0
FNR COURTS' SPECIAL REVENUE FUND	209,005	0	0	0	0
FNR PUBLIC PROTECTION SPECIAL REVENUE FUN	1,443,347	0	0	0	0
FRC COMM HEALTH SVS SPEC REV FD	43,232,803	0	0	0	0
FRC PUBLIC PROTECTION SPECIAL REVENUE FUN	2,486,190	0	0	0	0
FRC SENIOR CITIZENS' PROGRAMS FUND	1,403,709	0	0	0	0
GFD REAL PROPERTY SPECIAL REVENUE FUND	139,933	0	0	0	0
GNA SENIOR CITIZENS' PROGRAMS FUND	6,410,514	5,334,364	5,334,364	5,676,472	342,108
GNC HUMAN WELFARE SPECIAL REVENUE FUND	2,020,686	1,279,626	1,279,626	1,835,626	556,000
GNC TRANSPORTATION & COMMERCE S/R FD	319,423	553,549	553,549	157,029	(396,520)

Revenues by Fund

Fund	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Fund Type: 2S SPECIAL REVENUE FUNDS					
GNC PUBLIC WORKS SPECIAL REVENUE FUND	50,738	0	0	0	0
GNC PUBLIC LIBRARY SPECIAL REVENUE FUND	62,892	62,000	62,000	57,118	(4,882)
GNC GENERAL SERVICES SPECIAL REVENUE FUN	468,980	0	0	0	0
GNC ENVIRONMENTAL PROTECTION PROGRAM	0	0	0	3,426,232	3,426,232
GNC COURTS' SPECIAL REVENUE FUND	13,400	0	0	0	0
GNC COMM HEALTH SVS SPEC REV FD	36,834,836	77,371,455	77,371,455	91,748,344	14,376,889
GNC CHILDREN'S FUND	552,648	1,090,000	1,090,000	760,500	(329,500)
GNC CHILDREN AND FAMILIES FUND	1,950,191	8,273,810	8,273,810	7,668,047	(605,763)
GNC PUBLIC PROTECTION SPECIAL REVENUE FUN	13,413,610	12,150,035	12,150,035	12,098,522	(51,513)
GPC CHILDREN AND FAMILIES FUND	8,000,000	0	0	0	0
GPC CULTURE & RECREATION SPEC REV FD	14,771	0	0	0	0
GTF GASOLINE TAX FUND	5,712,057	0	0	2,500,000	2,500,000
GTN GASOLINE TAX FUND	18,876,790	19,537,758	19,537,758	20,649,293	1,111,535
MFP CULTURE & RECREATION SPEC REV FD	134,254	124,618	124,618	136,290	11,672
NPR CHILDREN'S FUND	20,202,600	23,872,527	23,872,527	31,320,277	7,447,750
NPR PUBLIC LIBRARY SPECIAL REVENUE FUND	47,932,606	51,705,458	51,705,458	54,430,924	2,725,466
NPR OPEN SPACE & PARK FUND	21,044,242	21,151,745	21,151,745	25,872,391	4,720,646
NPR GOLF FUND	0	0	0	3,986,000	3,986,000
PDC PUBLIC PROTECTION SPECIAL REVENUE FUN	19,851	68,980	68,980	68,980	0
PDF PUBLIC PROTECTION SPECIAL REVENUE FUN	5,218,927	2,000,000	2,000,000	1,864,264	(135,736)
PDN PUBLIC PROTECTION SPECIAL REVENUE FUN	881,408	466,363	466,363	581,935	115,572
PDO PUBLIC PROTECTION SPECIAL REVENUE FUN	1,920,157	1,313,755	1,313,755	1,505,737	191,982
PDT PUBLIC PROTECTION SPECIAL REVENUE FUN	1,028,553	1,125,000	1,146,384	1,445,158	298,774
PDV PUBLIC PROTECTION SPECIAL REVENUE FUN	678,949	151,459	151,459	176,506	25,047
PHF COMM HEALTH SVS SPEC REV FD	3,781,225	8,565,437	8,565,437	6,478,019	(2,087,418)
RAB NEIGHBORHOOD DEVELOPMENT SPEC REV F	3,538,108	3,055,286	3,055,286	4,725,000	1,669,714
RDF GASOLINE TAX FUND	3,639,263	3,105,000	3,105,000	2,242,674	(862,326)
RDN GASOLINE TAX FUND	14,364,384	16,037,420	16,037,420	15,740,661	(296,759)
RPA CULTURE & RECREATION SPEC REV FD	134,601	550,000	550,000	550,000	0
RPD CULTURE & RECREATION SPEC REV FD	2,527,639	1,302,800	1,302,800	2,184,600	881,800
RPN CULTURE & RECREATION SPEC REV FD	1,741,059	2,212,758	2,212,758	2,195,769	(16,989)
SAF GENERAL SERVICES SPECIAL REVENUE FUN	1,086,100	836,805	836,805	1,190,335	353,530
SHA PUBLIC PROTECTION SPECIAL REVENUE FUN	158,209	95,000	95,000	395,000	300,000
SHI PUBLIC PROTECTION SPECIAL REVENUE FUN	1,205,742	795,000	795,000	1,042,082	247,082
SHP PUBLIC PROTECTION SPECIAL REVENUE FUN	294,939	160,000	160,000	160,000	0
SHS PUBLIC PROTECTION SPECIAL REVENUE FUN	1,417,167	0	0	300,000	300,000
SOA GENERAL SERVICES SPECIAL REVENUE FUN	1,698,760	1,081,376	1,081,376	0	(1,081,376)
SRA REAL PROPERTY SPECIAL REVENUE FUND	3,074,385	2,404,190	2,404,190	2,404,190	0
SRB REAL PROPERTY SPECIAL REVENUE FUND	2,393,188	2,313,813	2,313,813	2,457,135	143,322
SRC COMM HEALTH SVS SPEC REV FD	3,283,043	0	0	0	0
SRC CULTURE & RECREATION SPEC REV FD	24,336	40,000	40,000	40,000	0
SRC PUBLIC PROTECTION SPECIAL REVENUE FUN	1,506,624	549,252	549,252	65,500	(483,752)
SRC PUBLIC WORKS SPECIAL REVENUE FUND	1,074,363	0	0	0	0
SRC REAL PROPERTY SPECIAL REVENUE FUND	0	39,863,893	39,863,893	4,097,210	(35,766,683)
SRE REAL PROPERTY SPECIAL REVENUE FUND	863,343	960,000	960,000	960,000	0
SRZ REAL PROPERTY SPECIAL REVENUE FUND	95,154	0	0	0	0
SSL NEIGHBORHOOD DEVELOPMENT SPEC REV F	2,250,276	394,054	394,054	4,462,360	4,068,306
SWP PUBLIC WORKS SPECIAL REVENUE FUND	4,437,602	4,676,462	4,676,462	5,778,281	1,101,819
VHS GENERAL SERVICES SPECIAL REVENUE FUN	14,039	11,000	11,000	11,000	0
Fund Type: 2S Subtotals	551,424,199	610,277,662	610,299,046	509,710,723	(100,588,323)

Revenues by Fund

Fund	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Fund Type: 3C CAPITAL PROJECTS FUNDS					
00B RECREATION & PARK CAPITAL IMPVTS FUND	0	14,060,000	14,060,000	0	(14,060,000)
00D RECREATION & PARK CAPITAL IMPVTS FUND	0	10,360,000	10,360,000	0	(10,360,000)
00E RECREATION & PARK CAPITAL IMPVTS FUND	0	0	0	10,520,000	10,520,000
01B PUBLIC LIBRARY IMPROVEMENT FUND	0	0	0	23,300,000	23,300,000
01E PUBLIC LIBRARY IMPROVEMENT FUND	0	17,665,000	17,665,000	0	(17,665,000)
88A PUBLIC LIBRARY IMPROVEMENT FUND	0	1,511,534	1,511,534	0	(1,511,534)
89A EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	67,972	67,972	0	(67,972)
89B EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	845	845	0	(845)
89C EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	240	240	0	(240)
89D EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	71,450	71,450	0	(71,450)
89E EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	46,159	46,159	0	(46,159)
89F EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	39,137	39,137	0	(39,137)
96A CITY FACILITIES IMPROVEMENT FUND	0	400,000	400,000	0	(400,000)
97C CITY FACILITIES IMPROVEMENT FUND	0	13,524,772	13,524,772	0	(13,524,772)
EQP FINANCE CORPORATION CAPITAL PROJECT F	0	0	0	7,581,111	7,581,111
FED EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	409,175	409,175	0	(409,175)
LOC RECREATION & PARK CAPITAL IMPVTS FUND	0	3,437,500	3,437,500	0	(3,437,500)
LOC STREET IMPROVEMENT FUND	0	4,968,000	4,968,000	0	(4,968,000)
LOC PUBLIC LIBRARY IMPROVEMENT FUND	0	1,639,494	1,639,494	0	(1,639,494)
LOC EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	6,836,459	6,836,459	4,050,000	(2,786,459)
MCF MOSCONE CONVENTION CENTER FUND	0	28,656,424	28,656,424	25,300,000	(3,356,424)
STA EARTHQUAKE SAFETY IMPROVEMENTS FUN	0	28,563	28,563	0	(28,563)
Fund Type: 3C Subtotals	0	103,722,724	103,722,724	70,751,111	(32,971,613)
Fund Type: 4D DEBT SERVICE FUNDS					
GOB GENERAL OBLIGATION BOND FUND	107,020,957	109,935,496	109,935,496	120,613,602	10,678,106
Fund Type: 4D Subtotals	107,020,957	109,935,496	109,935,496	120,613,602	10,678,106
Fund Type: 5A SF INTERNATIONAL AIRPORT FUNDS					
AAA SFIA-OPERATING FUND	479,061,653	604,353,664	605,234,694	572,966,252	(32,268,442)
AAP SFIA-OPERATING FUND	67,700,900	81,781,114	81,781,114	53,804,912	(27,976,202)
ACP SFIA-OPERATING FUND	1,348,234	2,900,000	2,900,000	0	(2,900,000)
AOF SFIA-CAPITAL PROJECTS FUND	26,088,954	4,700,000	4,700,000	0	(4,700,000)
BRF SFIA-CAPITAL PROJECTS FUND	0	0	0	48,000,000	48,000,000
FED SFIA-OPERATING GRANTS FUND	0	0	0	9,500,000	9,500,000
PFC SFIA-CAPITAL PROJECTS FUND	0	60,000,000	60,000,000	61,000,000	1,000,000
Fund Type: 5A Subtotals	574,199,741	753,734,778	754,615,808	745,271,164	(9,344,644)
Fund Type: 5C CLEAN WATER PROGRAM FUNDS					
91X CWP-CAPITAL PROJECTS FUND	0	20,000,000	20,000,000	0	(20,000,000)
AAA CWP-OPERATING FUND	165,105,888	163,364,476	163,364,476	160,315,031	(3,049,445)
ACP CWP-OPERATING FUND	5,000,000	1,500,000	1,500,000	0	(1,500,000)
R&R CWP-CAPITAL PROJECTS FUND	13,040,692	13,150,000	13,150,000	13,800,000	650,000
RES CWP-DEBT SERVICE FUND	67,222,876	0	0	0	0
Fund Type: 5C Subtotals	250,369,456	198,014,476	198,014,476	174,115,031	(23,899,445)
Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS					
AAA SFGH-OPERATING FUND	416,716,916	455,536,931	455,536,931	472,922,024	17,385,093
AAP SFGH-OPERATING FUND	1,150,000	1,212,000	1,212,000	1,212,000	0
ACP SFGH-OPERATING FUND	1,098,000	3,917,000	3,917,000	3,504,000	(413,000)

Budget Summary Tables

Revenues by Fund

Fund	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Fund Type: 5H GENERAL HOSPITAL MEDICAL CENTER FUNDS					
Fund Type: 5H Subtotals	418,964,916	460,665,931	460,665,931	477,638,024	16,972,093
Fund Type: 5L LAGUNA HONDA HOSPITAL FUNDS					
AAA LHH-OPERATING FUND	132,974,073	139,390,500	139,390,500	147,026,130	7,635,630
AAP LHH-OPERATING FUND	225,000	900,000	900,000	900,000	0
ACP LHH-OPERATING FUND	989,555	0	0	450,000	450,000
LOC LHH-CAPITAL PROJECTS FUND	0	28,546,297	28,546,297	41,276,650	12,730,353
Fund Type: 5L Subtotals	134,188,628	168,836,797	168,836,797	189,652,780	20,815,983
Fund Type: 5M PTC-MUNICIPAL RAILWAY FUNDS					
AAA MUNI-OPERATING FUND	408,967,777	445,534,362	445,534,362	437,977,194	(7,557,168)
ACG MUNI-OPERATING FUND	383,214	0	0	0	0
ACP MUNI-OPERATING FUND	9,203,240	1,900,000	1,900,000	1,145,267	(754,733)
RES MUNI-SPECIAL REVENUE FUND	0	4,100,000	4,100,000	0	(4,100,000)
TID MUNI-SPECIAL REVENUE FUND	9,048,207	10,737,697	10,737,697	10,737,000	(697)
TSP MUNI-SPECIAL REVENUE FUND	113,262	211,889	211,889	218,085	6,196
Fund Type: 5M Subtotals	427,715,700	462,483,948	462,483,948	450,077,546	(12,406,402)
Fund Type: 5N PTC-PARKING AND TRAFFIC FUNDS					
AAA OFF-STREET PARKING FUND	10,436,510	10,943,235	10,943,235	15,117,735	4,174,500
AAA PARK/TRAFFIC OPERATING FUND	42,733,016	45,282,258	45,282,258	43,783,683	(1,498,575)
AAP OFF-STREET PARKING FUND	314,047	290,000	290,000	270,000	(20,000)
AAP PARK/TRAFFIC OPERATING FUND	2,287,060	2,392,525	2,392,525	2,392,525	0
ACP OFF-STREET PARKING FUND	600,192	0	0	0	0
ACP PARK/TRAFFIC OPERATING FUND	570,495	2,505,287	2,505,287	730,000	(1,775,287)
Fund Type: 5N Subtotals	56,941,320	61,413,305	61,413,305	62,293,943	880,638
Fund Type: 5P PORT OF SAN FRANCISCO FUNDS					
AAA PORT-OPERATING FUND	52,307,091	90,905,129	91,046,129	57,301,854	(33,744,275)
AAP PORT-OPERATING FUND	966,585	802,900	802,900	835,200	32,300
ACP PORT-OPERATING FUND	17,201,611	32,159,442	32,159,442	5,872,000	(26,287,442)
Fund Type: 5P Subtotals	70,475,287	123,867,471	124,008,471	64,009,054	(59,999,417)
Fund Type: 5T PUC-HETCH HETCHY FUNDS					
AAA HETCHY OPERATING FUND	137,224,209	138,349,948	138,349,948	143,000,883	4,650,935
ACP HETCHY OPERATING FUND	19,227,607	38,155,000	38,155,000	40,827,000	2,672,000
Fund Type: 5T Subtotals	156,451,816	176,504,948	176,504,948	183,827,883	7,322,935
Fund Type: 5W PUC-WATER DEPARTMENT FUNDS					
96A SFWD-CAPITAL PROJECTS FUND	0	2,000,000	2,000,000	0	(2,000,000)
AAA SFWD-OPERATING FUND	166,758,105	294,454,767	294,454,767	187,459,068	(106,995,699)
AAP SFWD-OPERATING FUND	0	2,000,000	2,000,000	0	(2,000,000)
ACP SFWD-OPERATING FUND	31,008,491	144,031,450	144,031,450	23,080,000	(120,951,450)
CPA SFWD-CAPITAL PROJECTS FUND	44,448,490	24,905,150	24,905,150	0	(24,905,150)
CPB SFWD-CAPITAL PROJECTS FUND	14,774,261	52,730,850	52,730,850	0	(52,730,850)
RES SFWD-DEBT SERVICE FUND	20,271,757	0	0	0	0
Fund Type: 5W Subtotals	277,261,104	520,122,217	520,122,217	210,539,068	(309,583,149)

Revenues by Fund

Fund	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Fund Type: 6I INTERNAL SERVICE FUNDS					
AAP TELECOMMUNICATION FUND	995,509	145,754	145,754	145,754	0
NPR TELECOMMUNICATION FUND	154,371	0	0	0	0
Fund Type: 6I Subtotals	1,149,880	145,754	145,754	145,754	0
Fund Type: 7E EXPENDABLE TRUST FUNDS					
BEQ REQUESTS FUND	680,255	475,210	475,210	690,000	214,790
GIF GIFT FUND	0	163,239	163,239	1,175,872	1,012,633
Fund Type: 7E Subtotals	680,255	638,449	638,449	1,865,872	1,227,423
Fund Type: 7P PENSION TRUST FUNDS					
ERT EMPLOYEES' RETIREMENT SYSTEM	12,603,576	13,810,772	13,810,772	13,938,969	128,197
Fund Type: 7P Subtotals	12,603,576	13,810,772	13,810,772	13,938,969	128,197
Fund Type: 8A TREASURE ISLAND DEVELOPMENT AUTHORITY					
ACP OPERATING FUND	5,699,672	6,211,435	6,211,435	9,619,793	3,408,358
GNC TIDA - SPECIAL REVENUE FUND	482,402	0	0	0	0
Fund Type: 8A Subtotals	6,182,074	6,211,435	6,211,435	9,619,793	3,408,358
Revenue Subtotals					
	5,240,655,107	6,190,387,542	6,201,784,701	5,714,123,159	(487,661,542)
Less Interfund and Intrafund Transfers	(750,809,681)	(950,707,993)	(957,594,478)	(776,894,647)	180,699,831
Net Revenues	4,489,845,426	5,239,679,549	5,244,190,223	4,937,228,512	(306,961,711)

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : A PUBLIC PROTECTION					
ADMIN SVCS - MEDICAL EXAMINER					
ADMINISTRATION	719,683	984,220	984,220	835,316	(148,904)
INVESTIGATIVE SERVICES	1,277,407	1,307,181	1,307,181	1,242,909	(64,272)
MEDICAL SERVICES	1,951,352	2,091,513	2,143,713	2,031,179	(112,534)
ADMIN SVCS - MEDICAL EXAMINER	3,948,442	4,382,914	4,435,114	4,109,404	(325,710)
ADULT PROBATION					
ADMINISTRATION	2,886,366	2,036,411	2,073,789	1,898,433	(175,356)
COMMUNITY SERVICES	4,336,855	5,195,676	5,195,676	5,645,348	449,672
PRE-SENTENCING INVESTIGATION	1,786,639	2,303,026	2,303,026	2,574,957	271,931
ADULT PROBATION	9,009,860	9,535,113	9,572,491	10,118,738	546,247
DISTRICT ATTORNEY					
ADMINISTRATION	662,580	829,282	829,282	652,318	(176,964)
CAREER CRIMINAL PROSECUTION	659,680	728,360	728,360	777,012	48,652
CHILD ABDUCTION	642,523	678,229	678,229	717,941	39,712
FAMILY VIOLENCE PROGRAM	524,206	480,052	480,052	461,231	(18,821)
FELONY PROSECUTION	14,292,269	14,490,342	14,533,616	14,811,271	277,655
IPP / SUBPOENA PROGRAM	275,060	331,427	331,427	335,110	3,683
MISDEMEANOR PROSECUTION	1,700,541	1,835,214	1,835,214	1,636,453	(198,761)
SUPPORT SERVICES	2,451,837	2,721,341	2,721,341	2,810,544	89,203
WORK ORDERS & GRANTS	6,908,489	7,176,889	7,176,889	7,044,211	(132,678)
DISTRICT ATTORNEY	28,117,185	29,271,136	29,314,410	29,246,091	(68,319)
FIRE DEPARTMENT					
ADMINISTRATION	10,182,040	10,310,911	10,317,998	11,212,408	894,410
AIRPORT SERVICES	10,816,072	9,242,397	9,242,397	10,357,626	1,115,229
FIREBOAT	1,923,669	1,506,600	1,506,600	1,826,588	319,988
INVESTIGATION	1,197,861	1,710,765	1,710,765	1,617,488	(93,277)
PREVENTION	5,049,297	4,990,870	4,996,922	5,912,529	915,607
SUPPORT SERVICES	9,983,211	12,034,789	12,046,544	11,709,511	(337,033)
SUPPRESSION	150,063,239	151,115,819	160,461,410	171,512,078	11,050,668
TRAINING BUREAU	11,274,291	12,842,448	12,848,500	6,302,773	(5,545,727)
WORK ORDER SERVICES	4,443,315	6,490,759	6,490,759	6,062,692	(428,067)
FIRE DEPARTMENT	204,932,995	210,245,358	219,621,895	226,513,693	6,891,798
JUVENILE PROBATION					
ADMINISTRATION	7,277,567	12,919,543	12,919,543	5,792,511	(7,127,032)
CHILDREN'S BASELINE	1,602,965	1,715,144	1,715,144	1,724,301	9,157
CHILDREN'S SVCS - NON-CHILDREN'S FUND	180,398	194,000	194,000	194,000	0
JUVENILE HALL	9,591,858	9,300,633	9,393,095	9,664,634	271,539
LOG CABIN RANCH	2,251,171	2,562,582	2,562,582	2,303,853	(258,729)
PROBATION SERVICES	12,037,681	11,472,826	11,472,826	11,315,402	(157,424)
JUVENILE PROBATION	32,941,640	38,164,728	38,257,190	30,994,701	(7,262,489)

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : A PUBLIC PROTECTION					
POLICE					
AIRPORT POLICE	24,870,550	26,392,286	27,273,316	27,108,162	(165,154)
FEDERAL TRANSPORTATION SECURITY	0	0	0	9,500,000	9,500,000
FINGERPRINT	5,219,134	2,000,000	2,000,000	1,864,264	(135,736)
INVESTIGATIONS	40,045,868	27,562,687	28,882,059	30,141,544	1,259,485
NARCOTICS FORFEITURE	881,408	466,363	466,363	581,935	115,572
OFFICE OF CITIZEN COMPLAINTS	2,542,635	2,854,045	2,854,045	2,945,392	91,347
OPERATIONS AND ADMINISTRATION	55,423,543	48,409,929	49,358,775	49,661,769	302,994
PATROL	146,165,141	136,057,821	143,514,176	154,839,933	11,325,757
POLICE OPERATIONS	72,736	100,000	100,000	374,610	274,610
POLICE SERVICES	0	0	0	110,000	110,000
RECRUITMENT AND EXAMINATION	1,713,949	1,878,005	1,878,005	1,860,916	(17,089)
SAFE CONTRACT	586,175	627,567	627,567	627,567	0
SENIOR ESCORT SERVICE	1,182,510	1,498,152	1,498,152	1,249,163	(248,989)
SPECIAL OPERATIONS	163,567	21,773,376	22,943,228	24,366,451	1,423,223
VEHICLE THEFT ABATEMENT	678,949	151,459	151,459	176,506	25,047
WORK ORDER SERVICES	2,025,972	2,336,184	2,336,184	2,991,414	655,230
POLICE	281,572,137	272,107,874	283,883,329	308,399,626	24,516,297
PUBLIC DEFENDER					
CRIMINAL AND SPECIAL DEFENSE	11,955,844	13,175,235	13,175,235	13,173,266	(1,969)
GRANT SERVICES	435,145	57,490	57,490	60,364	2,874
PUBLIC DEFENDER	12,390,989	13,232,725	13,232,725	13,233,630	905
SHERIFF					
ADMINISTRATION	1,594,219	1,351,279	1,351,279	1,437,334	86,055
ALTERNATIVE PROGRAMS	5,889,912	7,165,116	7,172,816	7,241,655	68,839
BESK CASE	3,218,987	2,971,754	2,971,754	3,119,263	147,509
CIVIL ENFORCEMENT	2,071,365	2,046,455	2,046,455	2,401,555	355,100
COUNTY JAIL 8 & 9	17,347,848	17,315,791	17,988,021	18,870,316	882,295
COURT SECURITY AND PROCESS	6,558,196	7,066,000	7,066,000	7,566,000	500,000
DEPARTMENTAL SERVICES	14,252,813	7,584,983	8,489,925	9,903,397	1,413,472
GRANT SERVICES	2,895,217	2,972,228	2,972,228	4,361,197	1,388,969
HALL OF JUSTICE JAILS	15,517,267	15,579,990	16,252,220	16,978,275	726,055
JAIL PROGRAMS	2,015,492	1,934,383	1,934,383	2,050,954	116,571
JAIL SERVICES	10,848,761	8,610,438	11,306,744	10,000,204	(1,306,540)
RECRUITMENT & TRAINING	771,584	4,126,460	4,126,460	4,418,665	292,205
SAN BRUNO JAILS	13,497,102	18,799,822	19,172,052	21,358,770	2,186,718
WORK ORDER SERVICES	1,705,872	1,666,140	1,666,140	2,363,421	697,281
SHERIFF	98,184,635	99,190,839	104,516,477	112,071,006	7,554,529
TAXI COMMISSION					
TAXI ENFORCEMENT	1,028,553	1,125,000	1,146,384	1,445,158	298,774
TAXI COMMISSION	1,028,553	1,125,000	1,146,384	1,445,158	298,774

Expenditures by Service Area, Department and Program

		2000-2001	2001-2002		2002-2003	
Program		Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : A	PUBLIC PROTECTION					
TRIAL COURTS						
CHILD SUPPORT SERVICES - TRIAL COURTS		1,355,646	1,471,951	1,471,951	1,526,912	54,961
COURT HOUSE DEBT SERVICE		5,820,709	4,492,114	4,492,114	6,562,140	2,070,026
DISPUTE RESOLUTION PROGRAM		484,541	401,500	401,500	401,500	0
INDIGENT DEFENSE / GRAND JURY		5,189,762	6,910,430	6,910,430	6,889,182	(21,248)
SUPERIOR COURT SERVICES		13,400	0	0	0	0
TRIAL COURT SERVICES		27,432,773	25,169,518	25,169,518	24,646,799	(522,719)
TRIAL COURTS		40,296,831	38,445,513	38,445,513	40,026,533	1,581,020
Service Area : A Subtotals		712,423,267	715,701,200	742,425,528	776,158,580	33,733,052

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE					
AIRPORT COMMISSION					
ADMINISTRATION, BUSINESS	311,389,867	463,014,374	463,014,374	410,511,809	(52,502,565)
FACILITIES MAINTENANCE, CONSTRUCTION	101,866,901	98,674,578	98,674,578	121,790,812	23,116,234
SAFETY & SECURITY	53,182,401	67,030,029	67,030,029	51,166,688	(15,863,341)
AIRPORT COMMISSION	466,439,169	628,718,981	628,718,981	583,469,309	(45,249,672)
BOARD OF APPEALS					
APPEALS PROCESSING	386,565	425,338	425,338	438,499	13,161
BOARD OF APPEALS	386,565	425,338	425,338	438,499	13,161
BUSINESS AND ECONOMIC DEVELOPMENT					
ECONOMIC DEVELOPMENT	3,390,251	2,572,243	2,574,817	2,378,329	(196,488)
OFFICE OF SMALL BUSINESS AFFAIRS	274,174	546,440	546,440	507,623	(38,817)
PUBLIC FINANCE	361,125	189,790	189,790	178,351	(11,439)
SEISMIC SAFETY LOAN PROGRAM	2,072,009	394,054	394,054	4,462,360	4,068,306
TREASURE ISLAND	8,242,945	9,481,055	9,481,055	11,419,793	1,938,738
BUSINESS AND ECONOMIC DEVELOPMENT	14,340,504	13,183,582	13,186,156	18,946,456	5,760,300
CLEAN WATER					
WATER POLLUTION CONTROL	162,351,960	180,973,369	180,973,369	159,518,104	(21,455,265)
CLEAN WATER	162,351,960	180,973,369	180,973,369	159,518,104	(21,455,265)
DEPARTMENT OF BUILDING INSPECTION					
ADMINISTRATION	3,739,419	5,502,864	5,352,864	5,174,155	(178,709)
INSPECTION SERVICES	14,515,910	16,186,165	16,186,165	15,380,960	(805,205)
PERMIT SERVICES	12,870,704	13,018,903	13,168,903	10,820,131	(2,348,772)
DEPARTMENT OF BUILDING INSPECTION	31,126,033	34,707,932	34,707,932	31,375,246	(3,332,686)
DEPARTMENT OF PUBLIC WORKS					
ADMINISTRATION	10,348,679	13,263,451	13,263,451	16,560,896	3,297,445
ARCHITECTURE	2,110,342	3,470,273	3,470,273	3,738,307	268,034
BUILDING REPAIR AND MAINTENANCE	9,145,952	31,876,133	31,876,133	32,943,809	1,067,676
BUREAU OVERHEAD	1,672,308	0	0	1,374,750	1,374,750
CITY CAPITAL PROJECTS	50,019,083	22,529,541	22,529,541	7,715,444	(14,814,097)
CONSTRUCTION MANAGEMENT SERVICES	2,574,961	4,589,404	4,589,404	5,053,855	464,451
ENGINEERING	3,656,271	5,953,179	5,953,179	6,749,413	796,234
INTERDEPARTMENTAL WORK ORDERS	49,459	0	0	2,913,148	2,913,148
STREET AND SEWER REPAIR	9,488,680	20,089,323	20,089,323	19,553,055	(536,268)
STREET ENVIRONMENTAL SERVICES	33,245,150	40,469,069	40,469,069	33,438,611	(7,030,458)
STREET USE MANAGEMENT	5,244,094	12,041,486	12,041,486	12,134,924	93,438
URBAN FORESTRY	0	0	0	5,165,218	5,165,218
DEPARTMENT OF PUBLIC WORKS	127,554,979	154,281,859	154,281,859	147,341,430	(6,940,429)

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : B PUBLIC WORKS, TRANSPORTATION & COMMERCE					
EMERGENCY COMMUNICATIONS DEPARTMENT					
911 PROJECT	23,461,754	11,968,900	4,749,416	8,840,383	4,090,967
CITYWIDE RADIO SYSTEM	4,755,149	31,100	7,250,584	31,100	(7,219,484)
EMERGENCY COMMUNICATIONS	10,686,688	19,119,208	19,442,106	26,027,426	6,585,320
FALSE ALARM PREVENTION	0	0	0	257,552	257,552
EMERGENCY COMMUNICATIONS DEPARTMENT	38,903,591	31,119,208	31,442,106	35,156,461	3,714,355
HETCH HETCHY					
HETCH HETCHY CAPITAL PROJECTS	21,422,280	38,155,000	38,155,000	40,827,000	2,672,000
UTILITY SERVICES	66,216,906	93,913,642	93,913,642	78,592,044	(15,321,598)
WATER SUPPLY & POWER OPERATIONS	116,734,643	100,044,361	99,294,361	100,414,594	1,120,233
HETCH HETCHY	204,373,829	232,113,003	231,363,003	219,833,638	(11,529,365)
LIGHT, HEAT AND POWER					
UTILITY SERVICES	124,359	0	0	0	0
LIGHT, HEAT AND POWER	124,359	0	0	0	0
MTA - MUNICIPAL RAILWAY					
CAPITAL PLANNING & LEGISLATIVE	8,998,595	1,788,919	1,788,919	1,025,145	(763,774)
CENTRAL SERVICES	0	0	0	72,616,419	72,616,419
CHIEF OPERATING OFFICER	12,829,845	22,731,324	22,750,324	14,506,452	(8,243,872)
CONSTRUCTION	420,333	3,639,207	3,639,207	3,928,513	289,306
FINANCE AND ADMINISTRATION	49,378,671	57,365,558	57,350,558	16,688,028	(40,662,530)
HUMAN RESOURCES	20,533,230	26,743,217	26,742,317	6,585,655	(20,156,662)
MAINTENANCE	117,839,878	126,308,650	126,304,650	121,686,628	(4,618,022)
MUNICIPAL RAILWAY EXEC OFFICE	20,545,012	20,800,950	20,800,950	3,343,868	(17,457,082)
SAFETY, SECURITY & TRAINING	13,414,239	16,265,152	16,266,052	13,127,080	(3,138,972)
TRANSPORTATION	174,188,481	179,296,491	179,296,491	190,216,723	10,920,232
MTA - MUNICIPAL RAILWAY	418,148,284	454,939,468	454,939,468	443,724,511	(11,214,957)
MTA - PARKING AND TRAFFIC					
ADMINISTRATION	5,540,348	3,868,618	3,868,618	3,713,137	(155,481)
ENFORCEMENT	25,094,466	26,591,602	26,591,602	26,792,490	200,888
PARKING	6,995,903	7,074,617	7,074,617	11,404,598	4,329,981
PARKING CITATIONS	11,856,336	10,597,797	10,597,797	10,704,748	106,951
RESIDENTIAL PERMIT PARKING	782,338	887,848	887,848	902,000	14,152
TRAFFIC ENGINEERING & OPERATION	14,136,801	13,521,273	13,521,273	11,732,033	(1,789,240)
MTA - PARKING AND TRAFFIC	64,406,192	62,541,755	62,541,755	65,249,006	2,707,251

Expenditures by Service Area, Department and Program

		2000-2001	2001-2002		2002-2003	
Program		Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : B	PUBLIC WORKS, TRANSPORTATION & COMMERCE					
PORT						
ADMINISTRATION		20,436,814	29,122,165	29,263,165	19,405,471	(9,857,694)
FACILITIES & OPERATIONS		31,712,270	48,101,196	48,101,196	22,459,207	(25,641,989)
MARITIME		1,483,716	1,526,777	1,526,777	1,673,149	146,372
PLANNING & DEVELOPMENT		1,453,923	2,124,956	2,124,956	1,991,453	(133,503)
REAL ESTATE & ASSET MANAGEMENT		4,996,485	8,036,935	8,036,935	10,045,786	2,008,851
PORT		60,083,208	88,912,029	89,053,029	55,575,066	(33,477,963)
PUBLIC UTILITIES COMMISSION						
CUSTOMER SERVICES		8,795,145	9,527,706	9,527,706	10,046,528	518,822
ENGINEERING		9,324,568	23,597,029	23,597,029	26,999,294	3,402,265
ENVIRONMENTAL REGULATION AND MANAGEMENT		5,311,574	5,805,501	5,805,501	6,083,872	278,371
FINANCE		3,701,982	5,524,983	5,524,983	6,177,893	652,910
GENERAL MANAGEMENT		9,157,938	9,278,582	9,278,582	10,582,363	1,303,781
LONG RANGE PLANNING & POLICY		0	800,711	800,711	0	(800,711)
MANAGEMENT INFORMATION		7,123,456	8,425,666	8,425,666	10,520,624	2,094,958
PERSONNEL		3,262,790	3,821,145	3,821,145	3,990,178	169,033
PUC LAND MANAGEMENT		822,370	1,021,963	1,021,963	1,253,315	231,352
SYSTEM PLANNING / REGULATORY CONTROL		1,780,886	1,962,470	1,962,470	2,735,157	772,687
WATER QUALITY		12,703,806	14,161,915	14,161,915	14,646,149	484,234
PUBLIC UTILITIES COMMISSION		61,984,515	83,927,671	83,927,671	93,035,373	9,107,702
TELECOMMUNICATIONS & INFORMATION SVCS						
ADMINISTRATION		21,453,833	22,920,887	22,920,887	22,888,560	(32,327)
OPERATIONS & INFRASTRUCTURE		34,448,253	30,849,933	30,849,933	31,801,436	951,503
POLICY & PLANNING		2,906,752	2,582,347	2,582,347	2,579,422	(2,925)
TECHNOLOGY SERVICES		17,504,841	20,938,836	20,938,836	18,757,322	(2,181,514)
TELECOMMUNICATIONS & INFORMATION SVCS		76,313,679	77,292,003	77,292,003	76,026,740	(1,265,263)
WATER DEPARTMENT						
CITY DISTRIBUTION		42,352,943	74,710,051	74,710,051	85,174,308	10,464,257
SUPPLY & TREATMENT		49,181,725	44,634,179	44,634,179	49,509,694	4,875,515
WATER CAPITAL PROJECTS		90,590,773	225,667,450	225,667,450	23,080,000	(202,587,450)
WATER GENERAL		39,628,544	19,037,000	19,037,000	19,037,000	0
WATER DEPARTMENT		221,753,985	364,048,680	364,048,680	176,801,002	(187,247,678)
Service Area : B	Subtotals	1,948,290,852	2,407,184,878	2,406,901,350	2,106,490,841	(300,410,509)

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : C HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
AGING AND ADULT SERVICES					
ACCESS TO SERVICES	2,194,110	2,405,130	2,405,130	2,106,830	(298,300)
ADMINISTRATION	56,568	1,824,554	1,824,554	2,969,799	1,145,245
ADULT SERVICES	0	2,771,499	2,771,499	5,105,913	2,334,414
CASE MANAGEMENT	0	0	0	335,261	335,261
COUNTY VETERANS SERVICES	249,967	295,640	295,640	303,477	7,837
OFFICE ON THE AGING	2,049,475	1,319,588	1,119,588	1,078,336	(41,252)
PUBLIC ADMINISTRATOR	4,119,106	3,809,161	3,804,161	1,019,450	(2,784,711)
PUBLIC GUARDIAN / CONSERVATOR	1,557,701	1,718,240	1,723,240	3,154,201	1,430,961
SENIOR CENTRAL DEVELOPMENT	1,593,630	1,484,314	1,512,193	1,493,072	(19,121)
SENIORS INDEPENDENT	8,462,736	6,800,980	6,800,980	7,635,868	834,888
SERVICES TO FRAIL ELDERS	5,415,234	5,331,151	5,930,272	5,224,917	(705,355)
AGING AND ADULT SERVICES	25,698,527	27,760,257	28,187,257	30,427,124	2,239,867
CHILD SUPPORT SERVICES					
CASES CONSORTIUM	7,623,861	11,349,353	11,349,353	12,989,059	1,639,706
CHILD SUPPORT SERVICES	10,801,531	13,714,383	13,714,383	13,284,999	(429,384)
CHILD SUPPORT SERVICES	18,425,392	25,063,736	25,063,736	26,274,058	1,210,322
CHILDREN AND FAMILIES COMMISSION					
CHILDREN AND FAMILIES	9,950,191	8,273,810	8,273,810	7,668,047	(605,763)
CHILDREN AND FAMILIES COMMISSION	9,950,191	8,273,810	8,273,810	7,668,047	(605,763)
CHILDREN, YOUTH & THEIR FAMILIES					
CHILDREN'S BASELINE	8,020,659	11,239,491	11,239,491	10,154,361	(1,085,130)
CHILDREN'S FUND PROGRAMS	20,202,600	23,872,527	23,872,527	31,894,277	8,021,750
CHILDREN'S SVCS - NON-CHILDREN'S FUND	2,540,474	3,475,414	2,177,914	1,880,809	(297,105)
CHILDREN, YOUTH & THEIR FAMILIES	30,763,733	38,587,432	37,289,932	43,929,447	6,639,515
DEPARTMENT OF THE STATUS OF WOMEN					
CHILDREN'S BASELINE	0	273,031	0	273,031	273,031
COMMISSION ON STATUS OF WOMEN	2,160,048	2,414,476	2,613,177	2,333,497	(279,680)
DOMESTIC VIOLENCE	196,481	184,000	184,000	184,000	0
DEPARTMENT OF THE STATUS OF WOMEN	2,356,529	2,871,507	2,797,177	2,790,528	(6,649)

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : C HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT					
ENVIRONMENT					
CLEAN AIR	546,015	640,860	640,860	799,813	158,953
CLIMATE CHANGE / ENERGY	0	0	0	2,938,159	2,938,159
ENVIRONMENT	828,118	1,190,628	1,190,628	1,398,215	207,587
ENVIRONMENT - OUTREACH	34,551	0	0	1,800,068	1,800,068
ENVIRONMENTAL JUSTICE	0	0	0	48,970	48,970
GREEN BUILDING	17,903	0	0	151,540	151,540
RECYCLING	0	0	0	2,230,205	2,230,205
SOLID WASTE MANAGEMENT	5,443,344	4,676,462	4,676,462	675,360	(4,001,102)
TOXICS	0	0	0	941,096	941,096
URBAN FORESTRY	0	0	0	81,513	81,513
ENVIRONMENT	6,869,931	6,507,950	6,507,950	11,064,939	4,556,989
HUMAN RIGHTS COMMISSION					
HUMAN RIGHTS COMMISSION	4,129,701	4,486,706	4,486,706	4,444,847	(41,859)
HUMAN RIGHTS COMMISSION	4,129,701	4,486,706	4,486,706	4,444,847	(41,859)
HUMAN SERVICES					
ADMINISTRATION	57,292,104	62,981,949	65,714,628	66,032,121	317,493
ADULT SERVICES	58,235,672	63,028,199	63,008,199	68,345,549	5,337,350
CALIFORNIA ADULT ASSISTANCE	46,548,031	51,214,035	51,214,035	61,627,544	10,413,509
CALWORKS	56,885,975	61,812,212	61,612,212	57,907,796	(3,704,416)
CHILDREN'S BASELINE	8,121,559	14,578,726	14,657,364	22,206,985	7,549,621
EMPLOYMENT & TRAINING SERVICE	5,356,984	6,400,098	6,400,098	8,674,717	2,274,619
FAMILY AND CHILDREN SERVICE	121,878,147	125,276,952	125,551,952	133,630,565	8,078,613
FOOD STAMPS	10,291,068	10,544,972	10,544,972	11,204,631	659,659
HOUSING & HOMELESSNESS	24,005,095	25,458,191	25,546,065	26,304,294	758,229
MEDI - CAL	16,507,505	19,280,983	19,280,983	19,424,603	143,620
REFUGEE RESETTLEMENT	1,808,198	1,279,626	1,279,626	1,279,626	0
HUMAN SERVICES	406,930,338	441,855,943	444,810,134	476,638,431	31,828,297
RENT ARBITRATION BOARD					
RENT BOARD	3,601,785	3,055,286	3,055,286	4,725,000	1,669,714
RENT ARBITRATION BOARD	3,601,785	3,055,286	3,055,286	4,725,000	1,669,714
Service Area : C Subtotals	508,726,127	558,462,627	560,471,988	607,962,421	47,490,433

Expenditures by Service Area, Department and Program

		2000-2001	2001-2002		2002-2003	
Program		Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : D	COMMUNITY HEALTH					
PUBLIC HEALTH						
ADMINISTRATION		93,035,248	127,832,292	127,825,294	128,946,049	1,120,755
CHILDREN'S BASELINE		31,056,047	38,027,239	38,027,239	32,567,111	(5,460,128)
DISEASE CONTROL		18,181,819	17,283,782	17,398,782	19,326,846	1,928,064
EMERGENCY MEDICAL SERVICES AGENCY		1,603,487	1,792,007	1,792,007	1,762,882	(29,125)
ENVIRONMENTAL HEALTH SERVICES		12,238,598	12,250,871	12,250,871	12,918,757	667,886
HEALTH AT HOME		3,826,270	4,993,787	4,993,787	4,510,678	(483,109)
HEALTH PROMOTION & PREVENTION		6,489,747	7,119,999	7,119,999	7,844,979	724,980
HIV/AIDS		66,686,546	65,084,398	64,896,676	69,776,041	4,879,365
HOUSING & URBAN HEALTH		6,886,663	9,273,123	9,373,481	8,751,155	(622,326)
JAIL HEALTH SERVICES		22,982,483	24,218,413	24,218,413	25,136,281	917,868
LAGUNA HONDA - LONG TERM CARE		130,768,010	165,303,649	165,303,649	185,448,074	20,144,425
LAGUNA HONDA HOSP - ACUTE CARE		1,293,792	1,754,115	1,754,115	1,803,477	49,362
LAGUNA HONDA HOSP - COMM SUPPORT CARE		1,019,258	1,093,865	1,093,865	1,132,329	38,464
MATERNAL & CHILD HEALTH		11,426,434	14,723,368	14,723,368	16,808,471	2,085,103
MENTAL HEALTH - ACUTE CARE		3,925,919	5,228,159	5,228,159	5,552,199	324,040
MENTAL HEALTH - CHILDREN'S PROGRAM		7,130,694	11,191,536	11,041,536	20,432,824	9,391,288
MENTAL HEALTH - COMMUNITY CARE		86,949,080	103,839,355	100,751,401	108,588,810	7,837,409
MENTAL HEALTH - LONG TERM CARE		17,143,354	13,497,982	16,926,044	14,738,333	(2,187,711)
OCCUPATIONAL SAFETY & HEALTH		1,126,093	1,332,525	1,332,525	1,270,225	(62,300)
PRIMARY CARE - AMBU CARE - HEALTH CNTRS		36,395,823	43,457,689	43,566,099	42,460,151	(1,105,948)
SFGH - ACUTE CARE - HOSPITAL		267,359,963	278,539,148	278,560,874	296,099,827	17,538,953
SFGH - ACUTE CARE - JAILS		1,932,892	2,188,430	2,188,430	2,100,921	(87,509)
SFGH - ACUTE CARE - PSYCHIATRY		28,412,878	24,176,274	24,176,274	23,412,530	(763,744)
SFGH - AMBU CARE - HOSPITAL CLINICS		11,325,184	7,657,492	7,657,492	7,305,271	(352,221)
SFGH - AMBU CARE - METHADONE CLINIC		866,310	1,695,192	1,695,192	1,659,733	(35,459)
SFGH - AMBU CARE - OCCUPATIONAL HEALTH		2,697,911	2,424,772	2,424,772	2,785,401	360,629
SFGH - EMERGENCY - PSYCHIATRIC SERVICES		4,127,097	4,377,468	4,377,468	4,409,650	32,182
SFGH - EMERGENCY - TRAUMA		13,404,758	12,426,334	12,426,334	12,786,159	359,825
SFGH - LONG TERM CARE - MHRF		11,930,389	14,919,325	14,897,599	15,301,916	404,317
SUBSTANCE ABUSE - COMMUNITY CARE		50,861,644	62,647,841	62,713,635	60,342,642	(2,370,993)
DEPARTMENTAL TRANSFER ADJUSTMENT		(98,224,658)	(98,224,658)	(98,224,658)	(98,224,658)	0
PUBLIC HEALTH		854,859,733	982,125,772	982,510,722	1,037,755,064	55,244,342
Service Area : D Subtotals		854,859,733	982,125,772	982,510,722	1,037,755,064	55,244,342

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : E CULTURE & RECREATION					
ACADEMY OF SCIENCES					
ACADEMY OF SCIENCES	2,104,695	2,168,685	2,168,685	1,964,115	(204,570)
ACADEMY OF SCIENCES	2,104,695	2,168,685	2,168,685	1,964,115	(204,570)
ADMIN SVCS - CONVENTION FACILITIES MGMT					
BUILDING OPERATIONS	5,257,663	5,482,489	5,482,489	5,217,079	(265,410)
CONVENTION FACILITIES PROGRAM MANAGEMENT	56,084,080	51,474,701	51,474,701	49,703,267	(1,771,434)
MOSCONE EXPANSION PROJECT	7,574,360	29,456,424	29,456,424	23,700,000	(5,756,424)
ADMIN SVCS - CONVENTION FACILITIES MGMT	68,916,103	86,413,614	86,413,614	78,620,346	(7,793,268)
ARTS COMMISSION					
ADMINISTRATION	946,243	1,042,284	1,042,284	1,005,460	(36,824)
CIVIC COLLECTION	56,210	163,000	163,000	10,000	(153,000)
COMMUNITY ARTS & EDUCATION	2,858,515	3,078,618	3,078,618	3,055,471	(23,147)
CULTURAL EQUITY	181,585	2,386,019	2,386,019	2,158,959	(227,060)
GALLERY	16,257	15,000	15,000	15,000	0
MUNICIPAL SYMPHONY CONCERTS	925,926	925,926	1,090,779	1,211,979	121,200
PUBLIC ART	2,863,504	728,406	728,406	743,938	15,532
STREET ARTISTS	159,997	156,317	156,317	163,410	7,093
ARTS COMMISSION	8,008,237	8,495,570	8,660,423	8,364,217	(296,206)
ASIAN ART MUSEUM					
ASIAN ART MUSEUM	2,351,964	3,543,853	3,543,853	6,741,894	3,198,041
ASIAN ART MUSEUM	2,351,964	3,543,853	3,543,853	6,741,894	3,198,041
COUNTY EDUCATION OFFICE					
COUNTY EDUCATION SERVICES	64,279	65,932	65,932	67,624	1,692
COUNTY EDUCATION OFFICE	64,279	65,932	65,932	67,624	1,692
FINE ARTS MUSEUM					
ADMISSIONS	2,039,902	1,227,800	1,227,800	1,593,600	365,800
OPER & MAINT OF MUSEUMS	6,514,459	5,597,112	5,597,112	4,955,000	(642,112)
FINE ARTS MUSEUM	8,554,361	6,824,912	6,824,912	6,548,600	(276,312)
LAW LIBRARY					
LAW LIBRARY	410,880	520,096	520,096	524,686	4,590
LAW LIBRARY	410,880	520,096	520,096	524,686	4,590

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : E CULTURE & RECREATION					
PUBLIC LIBRARY					
ADMINISTRATION	2,215,327	2,595,979	2,595,979	2,831,749	235,770
AUTOMATION	2,091,973	2,674,155	2,674,155	3,260,526	586,371
BRANCH LIBRARIES	13,198,237	35,877,523	35,870,394	36,026,717	156,323
CHILDREN'S BASELINE	3,952,946	5,603,027	5,603,027	5,829,792	226,765
CHILDREN'S SVCS - CHILDREN'S FUND	385,967	452,237	452,237	446,616	(5,621)
INFORMATION AND RESOURCE MANAGEMENT	5,146,709	5,011,383	5,011,383	5,443,984	432,601
MAIN LIBRARY	11,101,535	12,153,829	12,153,829	12,640,941	487,112
OPERATIONS AND MAINTENANCE	7,847,710	6,707,941	6,715,070	6,786,432	71,362
PUBLIC AFFAIRS	776,731	974,871	974,871	1,055,797	80,926
TECHNICAL SERVICES	3,161,637	3,645,778	3,645,778	3,795,488	149,710
PUBLIC LIBRARY	49,878,772	75,696,723	75,696,723	78,118,042	2,421,319
RECREATION AND PARK COMMISSION					
3COM PARK	3,414,361	3,230,200	3,230,200	3,341,142	110,942
ADMINISTRATION	17,588,725	16,087,314	16,087,314	10,299,019	(5,788,295)
CHILDREN'S BASELINE	10,126,542	13,297,451	13,297,451	13,763,641	466,190
CHILDREN'S SVCS - NON-CHILDREN'S FUND	246,913	272,244	272,244	272,244	0
DEVELOPMENT & PLANNING	0	2,400,000	2,400,000	900,000	(1,500,000)
FAMILY CAMP OPERATIONS	763,506	686,744	686,744	658,594	(28,150)
GOLDEN GATE PARK	8,422,565	8,784,179	8,784,179	8,158,372	(625,807)
MAINT & OPER OF GOLF COURSE	3,320,087	3,705,276	3,705,276	3,583,067	(122,209)
MARINA YACHT HARBOR	1,731,919	1,812,758	1,812,758	2,195,769	383,011
NEIGHBORHOOD SERVICES	26,647,980	58,969,395	58,969,395	48,257,701	(10,711,694)
STRUCTURAL MAINTENANCE	8,751,829	8,121,380	8,121,380	7,412,072	(709,308)
TURF MANAGEMENT	2,050,453	2,246,609	2,246,609	2,383,524	136,915
URBAN FORESTRY	1,779,128	2,288,362	2,288,362	1,933,361	(355,001)
ZOO OPERATIONS	6,835,343	20,501,714	20,501,714	6,914,280	(13,587,434)
RECREATION AND PARK COMMISSION	91,679,351	142,403,626	142,403,626	110,072,786	(32,330,840)
WAR MEMORIAL					
OPERATIONS & MAINTENANCE	11,493,441	11,822,637	11,822,637	15,469,143	3,646,506
WAR MEMORIAL	11,493,441	11,822,637	11,822,637	15,469,143	3,646,506
Service Area : E Subtotals	243,462,083	337,955,648	338,120,501	306,491,453	(31,629,048)

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : F GENERAL ADMINISTRATION & FINANCE					
ADMIN SVCS - ANIMAL CARE & CONTROL					
ANIMAL WELFARE	2,935,443	3,224,510	3,224,510	3,253,000	28,490
ADMIN SVCS - ANIMAL CARE & CONTROL	2,935,443	3,224,510	3,224,510	3,253,000	28,490
ADMIN SVCS - CONSUMER ASSURANCE					
CONSUMER ASSURANCE	1,565,144	1,872,054	1,872,054	2,080,689	208,635
ADMIN SVCS - CONSUMER ASSURANCE	1,565,144	1,872,054	1,872,054	2,080,689	208,635
ADMIN SVCS - OFFICE OF CONTRACT ADMIN					
LABOR STANDARDS ENFORCEMENT	0	657,035	657,035	606,594	(50,441)
MINIMUM COMP /LIVING HEALTH (MCO/HCAO)	0	492,171	492,171	527,436	35,265
PROCUREMENT SERVICES	4,699,212	3,769,431	3,769,431	3,531,441	(237,990)
ADMIN SVCS - OFFICE OF CONTRACT ADMIN	4,699,212	4,918,637	4,918,637	4,665,471	(253,166)
ADMINISTRATIVE SERVICES					
1660 MISSION STREET BUILDING	2,393,188	2,313,813	2,313,813	2,457,135	143,322
25 VAN NESS BUILDING	3,126,657	2,404,190	2,404,190	2,404,190	0
30 VAN NESS BUILDING	0	2,033,893	2,033,893	4,097,210	2,063,317
555 SEVENTH STREET BUILDING	1,707,376	960,000	960,000	960,000	0
ADMINISTRATION	3,224,413	40,705,615	40,705,615	2,772,703	(37,932,912)
CENTRAL SHOPS	17,663,249	16,912,865	16,912,865	16,882,841	(30,024)
CITY ADMINISTRATOR SUPPORT	293,182	384,997	384,997	344,397	(40,600)
COUNTY CLERK SERVICES	731,946	615,565	615,565	622,007	6,442
DISABILITY ACCESS	1,146,551	5,106,029	5,106,029	4,858,879	(247,150)
REAL ESTATE - GENERAL FUND	356,873	355,554	355,554	355,554	0
REAL ESTATE WORK ORDERS	5,284,232	6,526,641	6,526,641	6,265,524	(261,117)
REPRODUCTION SERVICES	5,908,169	5,487,874	5,487,874	6,064,228	576,354
RISK MANAGEMENT / GENERAL	4,257,513	6,537,887	6,537,887	9,980,750	3,442,863
ADMINISTRATIVE SERVICES	46,093,349	90,344,923	90,344,923	58,065,418	(32,279,505)
ASSESSOR / RECORDER					
PERSONAL PROPERTY	2,064,859	2,244,124	2,244,124	2,364,594	120,470
REAL PROPERTY	2,965,357	2,966,108	2,966,108	2,570,265	(395,843)
RECORDER	2,225,189	2,003,373	2,003,373	2,496,564	493,191
TAX ASSESSMENT	5,395,932	3,125,899	3,125,899	3,409,031	283,132
TECHNICAL SERVICES	1,074,537	1,311,166	1,311,166	955,889	(355,277)
ASSESSOR / RECORDER	13,725,874	11,650,670	11,650,670	11,796,343	145,673
BOARD OF SUPERVISORS					
BOARD OF SUPERVISORS	8,437,373	8,620,544	8,673,986	8,398,785	(275,201)
CHILDREN'S BASELINE	150,292	220,072	220,072	222,192	2,120
LOCAL AGENCY FORMATION	11,594	0	0	448,967	448,967
SUNSHINE ORDINANCE TASK FORCE	114,694	126,756	126,756	123,774	(2,982)
BOARD OF SUPERVISORS	8,713,953	8,967,372	9,020,814	9,193,718	172,904

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : F GENERAL ADMINISTRATION & FINANCE					
CITY ATTORNEY					
CLAIMS	1,905,325	4,284,261	4,284,261	4,410,085	125,824
LEGAL INITIATIVES	484,953	950,000	1,901,414	1,700,000	(201,414)
LEGAL SERVICE	43,264,463	38,388,445	39,138,445	40,907,826	1,769,381
CITY ATTORNEY	45,654,741	43,622,706	45,324,120	47,017,911	1,693,791
CITY PLANNING					
ADMINISTRATION	2,594,062	3,331,900	3,331,900	2,922,527	(409,373)
CURRENT PLANNING	6,177,870	7,984,119	7,984,119	7,607,296	(376,823)
LONG RANGE PLANNING	3,294,570	3,613,733	3,613,733	2,251,352	(1,362,381)
CITY PLANNING	12,066,502	14,929,752	14,929,752	12,781,175	(2,148,577)
CIVIL SERVICE COMMISSION					
CIVIL SERVICE COMMISSION	649,353	755,258	755,258	702,261	(52,997)
CIVIL SERVICE COMMISSION	649,353	755,258	755,258	702,261	(52,997)
CONTROLLER					
ACCOUNTING OPERATIONS AND SYSTEMS	9,912,938	10,307,104	10,307,104	10,686,722	379,618
AUDITS	1,583,379	2,474,515	2,474,515	2,116,558	(357,957)
MANAGEMENT, BUDGET AND ANALYSIS	4,163,497	4,333,381	4,333,381	4,328,083	(5,298)
PAYROLL AND PERSONNEL SERVICES	6,122,879	5,730,932	5,730,932	6,165,444	434,512
CONTROLLER	21,782,693	22,845,932	22,845,932	23,296,807	450,875
ELECTIONS					
ELECTIONS	10,519,777	8,421,722	9,884,249	9,546,424	(337,825)
ELECTIONS	10,519,777	8,421,722	9,884,249	9,546,424	(337,825)
ETHICS COMMISSION					
ELECTION CAMPAIGN FUND	0	100,000	65,053	1,389,566	1,324,513
ETHICS COMMISSION	764,014	777,740	812,687	771,906	(40,781)
ETHICS COMMISSION	764,014	877,740	877,740	2,161,472	1,283,732
HUMAN RESOURCES					
ADMINISTRATION	4,438,941	4,094,253	4,094,253	4,516,457	422,204
EMPLOYEE RELATIONS	3,354,370	2,230,582	2,385,107	4,901,437	2,516,330
EQUAL EMPLOYMENT OPPORTUNITY	690,017	722,118	722,118	663,576	(58,542)
HEALTH SERVICE SYSTEM	7,082,145	6,643,338	6,763,338	6,813,195	49,857
MANAGEMENT INFORMATION SYSTEM	4,166,823	4,214,445	4,214,445	3,866,784	(347,661)
MERIT SERVICE SYSTEM	2,588,655	3,444,867	3,444,867	3,511,106	66,239
TRAINING & ORGANIZATION DEVELOPMENT	364,595	394,705	394,705	256,175	(138,530)
WORKERS COMPENSATION	68,588,523	45,662,961	45,662,961	50,545,261	4,882,300
HUMAN RESOURCES	91,274,069	67,407,269	67,681,794	75,073,991	7,392,197

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : F GENERAL ADMINISTRATION & FINANCE					
MAYOR					
AFFORDABLE HOUSING	2,554,146	5,967,397	5,967,397	5,436,000	(531,397)
ASSISTANCE & NEIGHBORHOOD OUTREACH	1,486,773	1,355,308	1,355,308	1,392,971	37,663
CITY ADMINISTRATION	5,335,566	4,920,224	4,934,643	4,894,110	(40,533)
COMMUNITY DEVELOPMENT	82,166,804	40,375,000	40,375,000	0	(40,375,000)
CRIMINAL JUSTICE	4,475,635	4,015,228	4,018,824	4,102,339	83,515
FINANCE & LEGISLATIVE AFFAIRS	680,654	838,871	845,489	907,384	61,895
GRANTS FOR THE ARTS	14,090,281	17,457,037	17,459,615	16,123,039	(1,336,576)
NEIGHBORHOOD BEAUTIFICATION	769,994	736,195	736,195	1,145,361	409,166
OFFICE OF EMERGENCY SERVICE	541,486	1,312,874	1,314,636	1,326,449	11,813
MAYOR	112,101,339	76,978,134	77,007,107	35,327,653	(41,679,454)
RETIREMENT SYSTEM					
ADMINISTRATION	888,583	936,239	936,239	1,003,693	67,454
EMPLOYEE DEFERRED COMPENSATION PLAN	339,299	419,723	419,723	245,327	(174,396)
INVESTMENT	1,320,134	1,575,638	1,575,638	1,658,255	82,617
RETIREMENT SERVICES	10,394,859	11,298,895	11,298,895	11,277,021	(21,874)
RETIREMENT SYSTEM	12,942,875	14,230,495	14,230,495	14,184,296	(46,199)
TREASURER/TAX COLLECTOR					
ADMINISTRATION	2,656,317	1,792,916	1,792,916	1,677,958	(114,958)
BUSINESS TAX	5,673,300	5,421,429	5,421,429	5,526,265	104,836
DELINQUENT REVENUE	3,192,360	3,527,892	3,541,892	4,029,611	487,719
INVESTMENT	656,911	764,942	750,942	770,754	19,812
LEGAL SERVICE	460,434	574,334	574,334	605,690	31,356
PROPERTY TAX/LICENSING	1,954,845	2,464,444	2,464,444	2,326,865	(137,579)
TAX ASSESSMENT	538,795	500,805	500,805	533,117	32,312
TAXPAYER ASSISTANCE	770,287	947,585	947,585	953,092	5,507
TREASURY	2,252,220	2,371,164	2,371,164	2,484,756	113,592
TREASURER/TAX COLLECTOR	18,155,469	18,365,511	18,365,511	18,908,108	542,597
Service Area : F Subtotals	403,643,807	389,412,685	392,933,566	328,054,737	(64,878,829)

Expenditures by Service Area, Department and Program

Program	2000-2001	2001-2002		2002-2003	
	Actuals	Original Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
Service Area : G GENERAL CITY RESPONSIBILITIES					
GENERAL CITY RESPONSIBILITY					
GENERAL CITY RESPONSIBILITIES	587,634,537	727,660,544	701,811,296	623,243,734	(78,567,562)
DEPARTMENTAL TRANSFER ADJUSTMENT	(266,184,163)	(306,852,921)	(306,852,921)	(299,707,892)	7,145,029
GENERAL CITY RESPONSIBILITY	321,450,374	420,807,623	394,958,375	323,535,842	(71,422,533)
Service Area : G Subtotals	321,450,374	420,807,623	394,958,375	323,535,842	(71,422,533)
Expenditure Subtotals	4,992,856,243	5,811,650,433	5,818,322,030	5,486,448,938	(331,873,092)
Less Interfund Transfers	(40,600,112)	(59,485,200)	(62,943,623)	(17,849,753)	45,093,870
Less Interdepartmental Recoveries	(462,410,705)	(512,485,684)	(511,188,184)	(531,370,673)	(20,182,489)
Net Expenditures	4,489,845,426	5,239,679,549	5,244,190,223	4,937,228,512	(306,961,711)

Note: Capital and facilities maintenance projects are often moved to non-annually budgeted funds and/or other spending categories.

Authorized Positions, Grand Recap Detail

Position Detail	2000-2001	2001-2002	2002-2003	
	Revised Budget	Revised Budget	Mayor's Proposed	Mayor's versus Revised
Operating				
Permanent	28,557	28,984	29,160	176
Temporary	505	479	463	(16)
Non-Operating				
Grant	484	532	495	(37)
Capital/Other	1,920	1,985	1,966	(19)
Authorized Positions - subtotal:	<u>31,465</u>	<u>31,980</u>	<u>32,084</u>	<u>104</u>
Unfunded Positions				
Attrition Savings	(1,911)	(1,997)	(2,167)	(171)
Capital/Other	(1,920)	(1,985)	(1,966)	19
Unfunded Positions - subtotal:	<u>(3,831)</u>	<u>(3,982)</u>	<u>(4,133)</u>	<u>(152)</u>
Net Funded Positions:	<u>27,634</u>	<u>27,998</u>	<u>27,951</u>	<u>(47)</u>

Items may not add due to rounding.

Funded Positions, Grand Recap by Major Service Area and Department Title

Department	2000-2001	2001-2002	2002-2003	
	Revised Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
A : PUBLIC PROTECTION				
ADMIN SVCS - MEDICAL EXAMINER	36	35	33	(2)
ADULT PROBATION	129	125	125	0
DISTRICT ATTORNEY	272	268	255	(14)
FIRE DEPARTMENT	1,864	1,909	1,908	(1)
JUVENILE PROBATION	313	312	298	(13)
POLICE	2,777	2,748	2,705	(43)
PUBLIC DEFENDER	116	115	113	(2)
SHERIFF	892	945	924	(21)
TAXI COMMISSION	9	10	6	(4)
TRIAL COURTS	19	19	19	0
A : PUBLIC PROTECTION TOTAL	6,425	6,484	6,384	(100)
B : PUBLIC WORKS, TRANSPORTATION & COMMERCE				
AIRPORT COMMISSION	1,578	1,537	1,348	(189)
BOARD OF APPEALS	5	5	5	0
BUSINESS AND ECONOMIC DEVELOPMENT	29	29	30	1
CLEAN WATER	350	343	370	27
DEPARTMENT OF BUILDING INSPECTION	276	285	271	(14)
DEPARTMENT OF PUBLIC WORKS	1,046	1,081	1,076	(5)
EMERGENCY COMMUNICATIONS DEPARTMENT	165	160	176	17
HETCH HETCHY	186	197	215	18
MTA - MUNICIPAL RAILWAY	3,961	4,086	4,058	(28)
MTA - PARKING AND TRAFFIC	547	543	518	(25)
PORT	228	241	236	(5)
PUBLIC UTILITIES COMMISSION	429	441	470	30
TELECOMMUNICATIONS & INFORMATION SVCS	352	333	326	(7)
WATER DEPARTMENT	439	430	471	41
B : PUBLIC WORKS, TRANSPORTATION & COMMERCE TOTAL	9,590	9,710	9,570	(141)
C : HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT				
AGING AND ADULT SERVICES	89	112	134	22
CHILD SUPPORT SERVICES	139	151	140	(10)
CHILDREN AND FAMILIES COMMISSION	8	9	9	0
CHILDREN, YOUTH & THEIR FAMILIES	28	33	36	3
DEPARTMENT OF THE STATUS OF WOMEN	8	8	8	0
ENVIRONMENT	34	35	47	12
HUMAN RIGHTS COMMISSION	42	43	41	(3)
HUMAN SERVICES	1,637	1,613	1,618	5
RENT ARBITRATION BOARD	35	25	35	9
C : HUMAN WELFARE & NEIGHBORHOOD DEVELOPMENT TOTAL	2,020	2,028	2,068	40
D : COMMUNITY HEALTH				
PUBLIC HEALTH	6,068	6,192	6,353	160
D : COMMUNITY HEALTH TOTAL	6,068	6,192	6,353	160

Items may not add due to rounding.

Funded Positions, Grand Recap by Major Service Area and Department Title

Department	2000-2001	2001-2002	2002-2003	
	Revised Budget	Revised Budget	Mayor's Proposed	Mayor's vs. Revised
E : CULTURE & RECREATION				
ACADEMY OF SCIENCES	9	9	8	(1)
ADMIN SVCS - CONVENTION FACILITIES MGMT	66	67	62	(5)
ARTS COMMISSION	22	23	24	0
ASIAN ART MUSEUM	10	30	66	36
COUNTY EDUCATION OFFICE	1	1	1	0
FINE ARTS MUSEUM	77	65	57	(9)
LAW LIBRARY	3	3	3	0
PUBLIC LIBRARY	599	612	616	4
RECREATION AND PARK COMMISSION	998	1,014	986	(28)
WAR MEMORIAL	94	94	95	1
E : CULTURE & RECREATION TOTAL	1,879	1,919	1,918	(1)
F : GENERAL ADMINISTRATION & FINANCE				
ADMIN SVCS - ANIMAL CARE & CONTROL	42	42	42	0
ADMIN SVCS - CONSUMER ASSURANCE	24	23	21	(2)
ADMIN SVCS - OFFICE OF CONTRACT ADMIN	41	48	44	(4)
ADMINISTRATIVE SERVICES	198	205	204	(1)
ASSESSOR / RECORDER	134	137	124	(13)
BOARD OF SUPERVISORS	78	64	66	2
CITY ATTORNEY	247	243	240	(3)
CITY PLANNING	128	135	134	(1)
CIVIL SERVICE COMMISSION	7	7	7	0
CONTROLLER	159	156	156	0
ELECTIONS	44	44	53	9
ETHICS COMMISSION	7	8	13	4
HUMAN RESOURCES	211	215	215	0
MAYOR	77	75	72	(3)
RETIREMENT SYSTEM	71	75	78	3
TREASURER/TAX COLLECTOR	182	184	187	3
F : GENERAL ADMINISTRATION & FINANCE TOTAL	1,651	1,662	1,656	(6)
G : GENERAL CITY RESPONSIBILITIES				
GENERAL CITY RESPONSIBILITY	2	3	4	1
G : GENERAL CITY RESPONSIBILITIES TOTAL	2	3	4	1
Report Grand Total:	27,634	27,998	27,951	(47)

Items may not add due to rounding.

Departmental Budgets

ACADEMY OF SCIENCES

Mission The mission of the California Academy of Sciences (the Academy) is to explore and explain the natural world to San Francisco residents and visitors through public exhibits and original scientific research.

Services The Academy comprises the Steinhart Aquarium, the Natural History Museum, and the Morrison Planetarium. It also has eight scientific research departments and hosts numerous public education programs.

For more information, call (415) 750-7145.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$2,104,695	\$2,168,685	\$1,964,115	(\$204,570)	(9.43%)
Total FTE	8.76	8.76	7.76	(1.00)	(11.42%)

Budget Issues and Details

Continuing Academy Operations and Planning for the Future

- ◆ The City funds both the operation and maintenance of the Steinhart Aquarium, which houses one of the largest collections of marine species in the nation. The Academy, a nonprofit corporation, independently supports the operation of the Natural History Museum and the Morrison Planetarium. The city-owned buildings that house the Academy are seismically deficient and in need of extensive renovation.
- ◆ In March 2000, San Francisco voters approved an \$87.4 million bond measure for complete reconstruction of the Academy of Sciences. State voters also approved a bond including \$10 million for the Academy. The Academy has selected a project architect and in the coming year will determine the final scope, design, and construction plan for the new Academy of Sciences to be built on the same footprint of the existing site.
- ◆ The Academy will close for reconstruction in late 2003. Construction is expected to last four to five years and will involve a complete rebuild of the Academy's structure, including the addition of a full basement level. While the new building is in the design and construction phases, the Academy will also review, update, and expand many of its permanent exhibitions.

Performance Measures

	2000-2001	2001-2002	2001-2002	2002-2003
	<u>Actual</u>	<u>Target</u>	<u>Projected</u>	<u>Target</u>
Academy Of Sciences				
Ensure that visitors are satisfied with the services provided by the Aquarium				
♦ Percentage of randomly surveyed visitors rating the quality of the Aquarium as good or better	74%	75%	85%	75%
♦ Percentage of visitor complaints addressed within five days	100%	100%	100%	100%
Keep the Aquarium displays functioning and open to the public				
♦ Number of exhibit days	365	365	365	365
♦ Number of visitors (adults & children)	792,072	750,000	750,000	750,000
♦ Number of schoolchildren reached	285,951	250,000	250,000	250,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	8.76	8.76	7.76	(1.00)
Net Operating Positions	8.76	8.76	7.76	(1.00)
SOURCES				
Intergovernmental Revenue - Federal	12,452	0	0	0
Intergovernmental Revenue - State	3,735	0	0	0
General Fund Support	2,088,508	2,168,685	1,964,115	(204,570)
Sources Total	2,104,695	2,168,685	1,964,115	(204,570)
USES-OPERATING EXPENDITURES				
Salaries And Wages	536,104	549,825	516,189	(33,636)
Fringe Benefits	136,120	140,473	113,034	(27,439)
Professional & Contractual Services	875,997	861,663	824,825	(36,838)
Services Of Other Departments	475,341	461,724	460,067	(1,657)
Uses-operating Expenditure Total	2,023,562	2,013,685	1,914,115	(99,570)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	81,133	110,000	50,000	(60,000)
Capital Projects	0	45,000	0	(45,000)
Uses-project Expenditure Total	81,133	155,000	50,000	(105,000)
EXPENDITURE BY PROGRAM RECAP				
Academy Of Sciences	2,104,695	2,168,685	1,964,115	(204,570)
Expenditure By Program Recap Total	2,104,695	2,168,685	1,964,115	(204,570)

ADMINISTRATIVE SERVICES

Mission

The mission of the Department of Administrative Services is to manage and /or oversee the operations of a wide range of city departments, offices, and programs, including: Animal Care and Control, Consumer Assurance, Convention Facilities, Medical Examiner, Office of Contract Administration, County Clerk, Disability Office, Real Estate, and Risk Management. The department is dedicated to efficiently responding to customers' needs in a timely manner, while complying with legal mandates.

Services

The department processes all city purchase requests, manages city property, performs printing and mailing services for all city documents, maintains the city's auto fleet, maintains and manages all required city insurance policies, administers wedding and other registration services, and provides the services described for all other Administrative Services offices.

For more information, call (415) 554-6171.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$46,093,349	\$90,344,923	\$58,065,418	(\$32,279,505)	(35.73%)
Total FTE	198.18	204.75	203.96	(0.79)	(0.39%)

Budget Issues and Details

Decreasing City Costs for Leasing Space in the Civic Center

- ◆ The City leases more than 750,000 square feet of office space in the Civic Center area and faces a continuing challenge to minimize the significant costs of these leases. One of the department's long-term goals is to purchase buildings or possible development sites to create more city-owned space. In 2001-2002, the Real Estate department purchased 30 Van Ness Avenue and is currently reviewing the potential acquisition of several other Civic Center sites. The City would finance these purchases by issuing certificates of participation.

Coordinating Compliance with the Americans with Disabilities Act

- ◆ The Mayor's Office on Disability was created in 1999-2000 to coordinate the City's compliance with Title II of the Americans with Disabilities Act, and more generally, to assure the inclusion of citizens and visitors with disabilities into the mainstream of city programs, activities, and services. The office provides program and policy

development and technical assistance and training for departments, responds to citizen requests and complaints, and oversees special projects. The office also staffs the Mayor's Disability Council, which is the public input body on disability access matters. In 2002-2003, the Mayor's Office on Disability will continue to conduct and orchestrate the City's transition plans to comply with the Americans with Disabilities Act, including the Curb Ramp Inventory Project and a deaf and hard of hearing community needs assessment.

Continuing to Address Citywide Risk Management Issues

- ◆ The Risk Management Program provides services to departments by conducting insurance and contract reviews, updating insurance specifications used by larger departments, and sponsoring training workshops. In 2002-2003, the program will continue expanding its services to include developing department-specific and project-specific risk analyses, a centralized loss control program, a baseline study of citywide exposures, and cost-effective strategies to mitigate identified exposures. Additionally, the Risk Management Program will continue to work on special projects such as owner-controlled insurance programs, special targeted insurance coverage, and developing and testing special risk-reduction procedures.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
1660 Mission Street Building				
Operate City buildings efficiently				
• 1660 Mission operating cost as a percentage of market average	92%	96%	91%	91%
25 Van Ness Building				
Keep rental rates for City tenants below area average				
• 25 Van Ness rent as a percentage of area average	39%	42%	73%	73%
Central Shops				
Maximize availability of City vehicles				
• Average availability for Police autos	95%	95%	95%	95%
• Average availability for Fire aeriels and pumpers	90%	90%	90%	90%
• Average availability for Ambulances	88%	88%	88%	88%
County Clerk Services				
Streamline County Clerk delivery of services				
• Percentage of in-person service requests at the front counter handled within one hour	n/a	90%	90%	97%
• Percentage of fictitious business name statements filed within 3 business days from the date received in the mail	87%	n/a	85%	90%
Disability Access				
Provide training on the American with Disabilities Act (ADA) to City Departments				
• Number of employees trained	n/a	n/a	n/a	500
Reproduction Services				
Provide effective reproduction and mail services to City departments				
• Percentage of reproduction job orders completed by due date	97%	95%	95%	95%
Risk Management / General				
Effectively perform risk analysis on contracts to mitigate exposure or loss				
• Number of contracts analyzed	n/a	n/a	228	328

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS (CONTINUED)				

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	208.18	214.75	213.96	(0.79)
Non-operating Positions (funded By Capital/other)	(10.00)	(10.00)	(10.00)	0.00
Net Operating Positions	198.18	204.75	203.96	(0.79)

SOURCES

Licenses And Fines	366,144	350,000	456,000	106,000
Use Of Money Or Property	4,303,155	5,628,083	7,651,400	2,023,317
Intergovernmental Revenue - State	0	100,000	0	(100,000)
Intergovernmental Revenue - Other	1,433,530	0	0	0
Charges For Services	821,512	830,000	1,037,000	207,000
Other Revenues	(10,320)	37,830,000	0	(37,830,000)
Transfers In	503,813	1,053,813	1,197,135	143,322
Expenditure Recovery	32,989,607	35,450,067	39,184,343	3,734,276
Fund Balance	54,395	3,500,000	0	(3,500,000)
Departmental Transfer Adjustment	745,971	1,200,000	1,200,000	0
General Fund Support	4,885,542	4,402,960	7,339,540	2,936,580
Sources Total	46,093,349	90,344,923	58,065,418	(32,279,505)

USES-OPERATING EXPENDITURES

Salaries And Wages	11,612,809	12,210,032	12,885,280	675,248
Fringe Benefits	2,879,638	3,059,412	2,873,021	(186,391)
Overhead	26,041	0	0	0
Professional & Contractual Services	17,749,833	21,515,337	26,727,592	5,212,255
Aid Assistance	253,855	0	0	0
Materials And Supplies	8,019,264	6,303,089	6,248,929	(54,160)
Equipment	602,210	726,044	616,412	(109,632)
Services Of Other Departments	3,322,854	3,401,009	3,414,184	13,175
Budgetary Reserves	455,751	0	0	0
Uses-operating Expenditure Total	44,922,255	47,214,923	52,765,418	5,550,495

USES-PROJECT EXPENDITURES

Facilities Maintenance	7,843	0	0	0
Capital Projects	1,163,251	43,130,000	5,300,000	(37,830,000)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
Uses-project Expenditure Total	1,171,094	43,130,000	5,300,000	(37,830,000)
EXPENDITURE BY PROGRAM RECAP				
1660 Mission Street Building	2,393,188	2,313,813	2,457,135	143,322
25 Van Ness Building	3,126,657	2,404,190	2,404,190	0
30 Van Ness Building	0	2,033,893	4,097,210	2,063,317
555 Seventh Street Building	1,707,376	960,000	960,000	0
Administration	3,224,413	40,705,615	2,772,703	(37,932,912)
Central Shops	17,663,249	16,912,865	16,882,841	(30,024)
City Administrator Support	293,182	384,997	344,397	(40,600)
County Clerk Services	731,946	615,565	622,007	6,442
Disability Access	1,146,551	5,106,029	4,858,879	(247,150)
Real Estate - General Fund	356,873	355,554	355,554	0
Real Estate Work Orders	5,284,232	6,526,641	6,265,524	(261,117)
Reproduction Services	5,908,169	5,487,874	6,064,228	576,354
Risk Management / General	4,257,513	6,537,887	9,980,750	3,442,863
Expenditure By Program Recap Total	46,093,349	90,344,923	58,065,418	(32,279,505)

ADMINISTRATIVE SERVICES—ANIMAL CARE AND CONTROL

Mission

The mission of Animal Care and Control is to effectively, courteously, and responsively enforce all animal welfare and control laws and ordinances and to manage and care for the City's stray, abandoned, and mistreated animal population.

Services

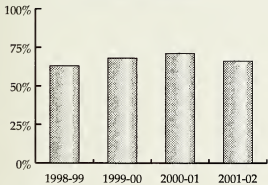
The department ensures veterinary care of sick or injured stray animals; enforces animal cruelty and animal care and control laws; provides impounding, shelter, and adoption services for stray and abandoned animals; and patrols and responds to all animal-related emergencies.

For more information, call (415) 554-6364.

Budget Data Summary

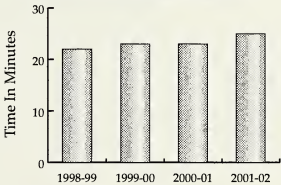
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$2,935,443	\$3,224,510	\$3,253,000	\$28,490	0.88%
Total FTE	41.88	41.96	41.61	(0.35)	(0.83%)

Live Animal Release



This chart shows the percentage of live animal releases, which include adoptions, returning lost pets to their owners, and releasing animals to other care agencies.

Field Service Emergency Response



The above chart shows the average response time to an emergency call.

Budget Issues and Details

Maintaining Public Safety

- ◆ The first and foremost priority of Animal Care and Control is the safety of its staff, the public, and animals of San Francisco. The department monitors, evaluates, and improves the time it takes for uniformed, trained officers to respond to

emergencies, impounding dogs at large and enforcing and issuing citations for violations of animal care and control laws. Emergencies involving biting or aggressive dogs are given the highest priority. The department impounds animals from illegal dog-fighting operations and from people suspected of abusing animals. The department receives numerous threats of physical violence, and its building and equipment are frequently vandalized. Although a security-camera system and high-sodium lighting for the building perimeter have been installed, the department always looks for additional ways to increase the safety of staff and of animals in custody.

Improving the Dog License Program

- ◆ The City's dog population is approximately 100,000. To better manage this population and better recover a greater share of the department's costs, the department will administer an expanded dog license program in 2002-2003. The additional licensing revenue will cover increased operational costs and will fund other departmental services.

Maintaining the Adoption Pact

- ◆ Implemented in 1994, the Adoption Pact solidified the partnership with the department and the San Francisco Society for the Prevention of Cruelty to Animals (S.P.C.A.). The Adoption Pact has been beneficial in saving dog and cat lives since implementation; its primary doctrine being that before Animal Care and Control euthanizes an animal, the S.P.C.A. has optional adoption rights. The department continues its commitment to maintain the Adoption Pact, which is regarded as groundbreaking policy throughout the country as a model agreement between municipal and private animal control and welfare agencies.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Animal Welfare				
Decrease number of animals euthanized				
♦ Percentage of live animal releases	70%	73%	70%	72%
Decrease or maintain average field emergency response time				
♦ Field service emergency response time, in minutes	23	20	23	23
Increase volunteer participation in animal services				
♦ Average number of volunteers per month	124	122	140	140
♦ Number of volunteer hours	60,889	65,000	55,000	55,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	41.88	41.96	41.61	(0.35)
Net Operating Positions	41.88	41.96	41.61	(0.35)
SOURCES				
Licenses And Fines	111,860	114,800	170,000	55,200
Charges For Services	117,068	73,200	130,200	57,000
General Fund Support	2,706,515	3,036,510	2,952,800	(83,710)
Sources Total	2,935,443	3,224,510	3,253,000	28,490
USES-OPERATING EXPENDITURES				
Salaries And Wages	1,788,346	1,990,747	2,083,446	92,699
Fringe Benefits	510,574	545,072	517,142	(27,930)
Professional & Contractual Services	146,089	177,850	182,043	4,193
Materials And Supplies	151,372	144,094	135,024	(9,070)
Equipment	16,297	86,573	25,270	(61,303)
Services Of Other Departments	251,369	270,174	225,075	(45,099)
Uses-operating Expenditure Total	2,864,047	3,214,510	3,168,000	(46,510)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	30,834	10,000	10,000	0
Capital Projects	40,562	0	75,000	75,000
Uses-project Expenditure Total	71,396	10,000	85,000	75,000
EXPENDITURE BY PROGRAM RECAP				
Animal Welfare	2,935,443	3,224,510	3,253,000	28,490
Expenditure By Program Recap Total	2,935,443	3,224,510	3,253,000	28,490

ADMINISTRATIVE SERVICES—CONSUMER ASSURANCE

Mission The mission of Consumer Assurance is to provide for the safety of San Francisco's consumers and the environment by enforcing federal, state, and local laws controlling product quality and pricing.

Services The department inspects and certifies the City's weighing and measuring devices, monitors commercial pesticide use and agricultural food quality, and monitors and controls exotic pest populations. The department is responsible for testing the accuracy of taxi meters, gas pumps, service station price advertising, laser price scanners, grocery store scales, and parking meters and other parking lot devices.

For more information, call (415) 285-5010.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$1,565,144	\$1,872,054	\$2,080,689	\$208,635	11.14%
Total FTE	23.57	23.31	21.37	(1.94)	(8.32%)

Budget Issues and Details

Increasing Enforcement of Revenue Control Equipment

- ◆ Consumer Assurance is charged with certifying and enforcing citywide revenue control equipment and regulating the installation and operation of this equipment for the City, its customers, and operators. In 2001-2002, the department worked to ensure the purchase of certified equipment for use in commercial parking lots. Due to this focused effort, approximately 50 percent of staff has now become full-time revenue control officers. The high number of parking lot operators, coupled with the industry's resistance to comply with equipment regulations, necessitated increased staff to effectively enforce and field audit citywide parking lots for revenue collection.

Testing of Parking Meters

- ◆ In 2002-2003, the Department of Parking and Traffic will install a new citywide digital parking meter system that will be less prone to mechanical failure and will accept a broader range of coinage. In response to possible consumer complaints of this new system, Consumer Assurance will continue to test inaccurate or non-functioning parking meters and respond to other complaints that may arise. Following a citizen's complaint, an inspector will conduct an investigation and report the findings to the Department of Parking and Traffic, at which point appropriate action may be taken, including possible waiver of fines.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Consumer Assurance				
Increase inspections to ensure the accuracy of weights and measures				
♦ Number of inspections of weighing and measuring devices	8,445	n/a	3,000	7,500
♦ Number of notices of violation issued	318	n/a	160	300
Maintain or increase occupied stalls at the Alemany Market				
♦ Average stall count for Saturday Farmers' Markets	120	110	130	130
♦ Average stall count for Sunday Flea Markets	172	173	200	200
Monitor use of pesticides to ensure their proper use				
♦ Number of pesticide inspections performed	119	n/a	50	50
Reduce the spread of serious plant pests within the state				
♦ Number of high risk premise inspections	2,959	730	4,500	4,500
♦ Number of high risk exclusion pest finds	75	n/a	42	42

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	23.57	23.31	21.37	(1.94)
Net Operating Positions	23.57	23.31	21.37	(1.94)
SOURCES				
Intergovernmental Revenue - Federal	5,400	3,000	0	(3,000)
Intergovernmental Revenue - State	382,710	468,496	369,937	(98,559)
Charges For Services	756,942	690,100	748,300	58,200
Other Revenues	(886)	0	0	0
Expenditure Recovery	74,927	99,343	99,343	0
General Fund Support	346,051	611,115	863,109	251,994
Sources Total	1,565,144	1,872,054	2,080,689	208,635
USES-OPERATING EXPENDITURES				
Salaries And Wages	1,007,224	1,130,127	1,075,276	(54,851)
Fringe Benefits	256,731	305,927	268,026	(37,901)
Professional & Contractual Services	123,170	160,444	159,848	(596)
Materials And Supplies	23,911	32,653	28,106	(4,547)
Equipment	0	0	5,000	5,000
Services Of Other Departments	154,108	127,903	109,433	(18,470)
Uses-operating Expenditure Total	1,565,144	1,757,054	1,645,689	(111,365)
USES-PROJECT EXPENDITURES				
Capital Projects	0	115,000	435,000	320,000
Uses-project Expenditure Total	0	115,000	435,000	320,000
EXPENDITURE BY PROGRAM RECAP				
Consumer Assurance	1,565,144	1,872,054	2,080,689	208,635
Expenditure By Program Recap Total	1,565,144	1,872,054	2,080,689	208,635

ADMINISTRATIVE SERVICES— CONVENTION FACILITIES MANAGEMENT

Mission The mission of Convention Facilities Management is to maintain San Francisco as a first-class convention venue.

Services The division promotes tourism, business meetings, and convention activity throughout San Francisco by providing high-quality exhibition and meeting space and facilitating communication among labor, hoteliers, and suppliers. It is responsible for marketing, booking, and maintaining the Moscone Center, the Bill Graham Civic Auditorium, and City Hall. The division provides direction and funding to the San Francisco Convention and Visitors Bureau to support the bureau's task of promoting San Francisco as a destination for conventions, meetings, and trade shows. The division also gives City Hall tours for the public and provides audio-visual support for public meetings and events at City Hall.

For more information, call (415) 978-5925.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$68,916,103	\$86,413,614	\$78,620,346	(\$7,793,268)	(9.02%)
Total FTE	66.01	66.84	62.31	(4.53)	(6.78%)

Budget Issues and Details

Completing and Promoting the Moscone West Project

- ◆ The Moscone West Convention Center will be completed by June 2003, and operating staff will begin major preparations to open the center for business in 2003-2004. The center will be inaugurated with its first convention in late July 2003. The expansion will increase available city-managed convention space by approximately 44 percent and will allow San Francisco to compete for larger conventions. Promoting the new facility will be a focus of the division in the next two fiscal years. The 2002-2003 budget appropriates \$14.7 million in funding for construction and marketing of this project.

Continuing Energy Efficiency at Convention Facilities

- ◆ A comprehensive energy management program continues at both the Moscone Center and the Bill Graham Civic Auditorium. Components contributing to the

overall success of this plan include reduced lighting levels in the exhibition halls during event move-in and move-out, reduced use of escalators, reduced lighting levels throughout administrative office spaces, replacement of 1000-watt metal halide exhibit hall lights with 400-watt units, and continuous energy conservation education of all employees at the facilities.

Continuing the Moscone Center Recycling Program

- ◆ When the Moscone Center Recycling Program was launched in 1998-1999, 440 tons of waste were diverted from the waste stream. In the following year, the program diverted 480 tons. With new equipment and participation levels at an all-time high, the division expects to divert 700 tons of waste in 2002-2003.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Building Operations				
Operate centers at capacity				
♦ Number of City Hall Rotunda events	59	55	43	45
Convention Facilities Program Management				
Maximize recycling efforts at convention facilities				
♦ Tons of cardboard and mixed paper recycled	350	400	400	400
♦ Tons of waste diverted from the waste stream	700	700	700	700
♦ Tons of goods donated to local non-profits	125	130	130	150
♦ Percentage of generated waste that is recycled, by volume	60%	65%	75%	80%
♦ Percentage of generated waste that is recycled, by weight	35%	40%	45%	50%
Operate centers at capacity				
♦ Percentage of capacity -- Moscone Center	92%	92%	92%	92%
♦ Percentage of capacity -- Bill Graham Civic Auditorium	63%	62%	65%	65%
Operate energy efficient facilities				
♦ Number of megawatts used	25,057	21,512	21,512	21,512

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	66.01	66.84	62.31	(4.53)
Net Operating Positions	66.01	66.84	62.31	(4.53)
SOURCES				
Local Taxes	42,290,237	46,109,494	41,293,000	(4,816,494)
Use Of Money Or Property	9,968,345	10,168,182	9,292,331	(875,851)
Charges For Services	4,613,539	4,699,210	4,212,025	(487,185)
Transfers In	0	11,638,716	0	(11,638,716)
Expenditure Recovery	150,641	0	685,000	685,000
Fund Balance	7,563,085	9,098,523	18,638,411	9,539,888
General Fund Support	4,330,256	4,699,489	4,499,579	(199,910)
Sources Total	68,916,103	86,413,614	78,620,346	(7,793,268)
USES-OPERATING EXPENDITURES				
Salaries And Wages	3,381,884	3,588,247	3,606,517	18,270
Fringe Benefits	847,060	900,045	817,732	(82,313)
Overhead	425,786	0	0	0
Professional & Contractual Services	45,245,058	45,231,739	52,055,650	6,823,911
Materials And Supplies	324,355	338,350	306,000	(32,350)
Equipment	217,950	81,464	80,000	(1,464)
Services Of Other Departments	3,501,096	6,717,345	6,654,447	(62,898)
Budgetary Reserves	7,304,957	0	0	0
Uses-operating Expenditure Total	61,248,146	56,857,190	63,520,346	6,663,156
USES-PROJECT EXPENDITURES				
Facilities Maintenance	93,730	100,000	100,000	0
Capital Projects	7,574,227	29,456,424	15,000,000	(14,456,424)
Uses-project Expenditure Total	7,667,957	29,556,424	15,100,000	(14,456,424)
EXPENDITURE BY PROGRAM RECAP				
Building Operations	5,257,663	5,482,489	5,217,079	(265,410)
Convention Facilities Program Management	56,084,080	51,474,701	49,703,267	(1,771,434)
Moscone Expansion Project	7,574,360	29,456,424	23,700,000	(5,756,424)
Expenditure By Program Recap Total	68,916,103	86,413,614	78,620,346	(7,793,268)

ADMINISTRATIVE SERVICES—MEDICAL EXAMINER

Mission

The mission of the Medical Examiner's Office is to provide forensic medicine and toxicology services to deceased and living individuals in accordance with California State law.

Services

The department investigates and determines the cause, circumstances, and manner of all deaths reported. The department also detects criminal injuries and examines and diagnoses child or elder abuse, charges of domestic violence, criminal injuries, and misadventure or abuse injuries in both the living and deceased. In addition, the department provides forensic toxicology analysis for criminal cases of both the living and the dead and provides neutral expert forensic testimony in criminal courts.

For more information, call (415) 553-1694.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$3,948,442	\$4,435,114	\$4,109,404	(\$325,710)	(7.34%)
Total FTE	35.73	35.05	32.88	(2.17)	(6.19%)

Budget Issues and Details

Recruiting and Retaining Qualified Forensic Pathologists and Toxicologists

- ♦ The Medical Examiner continues to face challenges in recruiting and maintaining qualified professional personnel. The department's ability to successfully recruit from the limited numbers of available specialists has been hindered by the San Francisco Bay Area's high cost of living—primarily housing—as well as commute times. The Medical Examiner's Office has resolved salary issues and is now actively recruiting to fill positions for both a forensic pathologist and a forensic toxicologist.

Increasing Hiring Process Efficiency

- ♦ The department's sworn peace officer investigators require a background check prior to employment. Due to delays in the hiring process, the department employs temporary and part-time personnel to keep public service programs operating. Once hired, it takes approximately one year to train a new investigator to work independently. Because the department provides a significant role in the City and County's public health and legal processes, increasing efficiency and finalizing the hiring process is a top priority.

Replacing Senior Personnel

- ◆ Over the next few years, a number of the department's senior personnel will retire. The Medical Examiner's Office is working to replace these experienced retirees with new employees. This is a major priority for the department because presently it has no backup personnel, and a number of positions are unique to the department.

Maintaining Regulatory Compliance

- ◆ With the changing requirements for employee and environmental safety and the growing numbers of regulations impacting the department, the Medical Examiner's Office will maintain its ability to comply with local and state ordinances specifically related to personnel and facility safety, risk reduction, and regulatory compliance.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Ensure training requirements are met for employee licensure				
♦ Number of Peace Officers compliant with P.O.S.T. requirements	9	10	12	14
Increase professional staff retention				
♦ Cumulative months of medical professional staff vacancy	36	10	34	12
Track public health issues such as drug-related deaths, homicides, and abuse/assault-related crimes				
♦ Number of public health issues reports completed and sent to appropriate agencies	669	587	635	660
Investigative Services				
Complete forensic investigations in a timely manner				
♦ Percentage of all investigations, identifications and notifications of families completed within 24 hours	94%	n/a	93%	93%
Medical Services				
Complete forensic investigations in a timely manner				
♦ Percentage of cases reported, investigated and completed within eight weeks	72%	75%	80%	80%
♦ Number of toxicology tests performed for outside law enforcement and public safety offices	3,673	3,900	3,200	3,300

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	<u>Proposed vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	35.73	35.05	32.88	(2.17)
Net Operating Positions	35.73	35.05	32.88	(2.17)
SOURCES				
Intergovernmental Revenue - State	527	0	0	0
Charges For Services	170,514	175,000	260,000	85,000
Other Revenues	(190)	0	0	0
Expenditure Recovery	11,988	17,650	16,990	(660)
General Fund Support	3,765,603	4,242,464	3,832,414	(410,050)
Sources Total	3,948,442	4,435,114	4,109,404	(325,710)
USES-OPERATING EXPENDITURES				
Salaries And Wages	2,753,399	3,112,669	3,010,816	(101,853)
Fringe Benefits	598,175	603,327	530,598	(72,729)
Professional & Contractual Services	254,222	172,927	203,830	30,903
Materials And Supplies	186,149	239,704	204,652	(35,052)
Equipment	82,623	201,453	80,543	(120,910)
Services Of Other Departments	73,874	105,034	78,965	(26,069)
Uses-operating Expenditure Total	3,948,442	4,435,114	4,109,404	(325,710)
EXPENDITURE BY PROGRAM RECAP				
Administration	719,683	984,220	835,316	(148,904)
Investigative Services	1,277,407	1,307,181	1,242,909	(64,272)
Medical Services	1,951,352	2,143,713	2,031,179	(112,534)
Expenditure By Program Recap Total	3,948,442	4,435,114	4,109,404	(325,710)

ADMINISTRATIVE SERVICES— OFFICE OF CONTRACT ADMINISTRATION

Mission

The mission of the Office of Contract Administration is to manage the bidding, award, and administration of city contracts. This includes monitoring and enforcing the Minimum Compensation Ordinance (MCO), the Labor Standards Enforcement Ordinance (LSEO), and the City's new Health Care Accountability Ordinance (HCAO).

Services

The department processes all city purchase requests and manages the City's surplus furnishings, equipment, and supplies. It also monitors and enforces MCO, HCAO, and LSEO requirements for city service agreements, contracts and subcontracts and for construction agreements, and develops and distributes guidelines and rules for administration of these ordinances. In addition, the department investigates complaints of contractor violations and coordinates with contracting departments and contractors in the event of the need for corrective actions, contract remedies, statutory penalties, back wages, or termination due to breach.

For more information, call (415) 554-6743.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$4,699,212	\$4,918,637	\$4,665,471	(\$253,166)	(5.15%)
Total FTE	40.83	48.03	44.38	(3.65)	(7.60%)

Budget Issues and Details

Improving City Contract Administration

- ◆ The 2002-2003 budget contains full-year funding to continue the new Office of Contract Administration's mission. The department has made significant efforts to consolidate and streamline the process for bidding, awarding, and administering city contracts. The department also resolves vendor compliance issues.

Enforcing Minimum Compensation and Health Care Accountability Ordinances

- ◆ The Minimum Compensation Ordinance requires that city service contractors and tenants on city property pay their employees a certain minimum wage. The Health Care Accountability Ordinance requires city service contractors and tenants to provide their employees a minimum level of health insurance. Increased monitoring

and enforcement ensures that the City's contracting requirements are being met. It also ensures that contractors and employees working for the City actually receive the wage and healthcare benefits provided under these ordinances.

- ◆ In 2001-2002, the department's enforcement division conducted a series of outreach meetings in the community for business leaders, members of the small business community, not-for-profit community organizations, healthcare leaders, activists, and union representatives to understand how to best serve the needs and concerns of the community. The department adopted the rules and regulations implementing the MCO in November 2001. The rules and regulations implementing the HCAO were adopted in the spring of 2002.

Ensuring Labor Standards Enforcement

- ◆ The Labor Standards Enforcement Ordinance requires that construction companies under city contract provide their employees the highest prevailing wage in the industry for that type of work. The Office of Labor Standards Enforcement (OLSE) division enforces prevailing wage and other labor standards imposed by the ordinance, such as local hiring, health and safety, and apprenticeship requirements.

The OLSE staff work onsite at city construction projects to investigate worksites and perform audits. These investigations often result in the award of back wages to underpaid workers and improved processes for ensuring compliance on the job site. The OLSE also ensures that competitive bidding requirements are met, that low bidders comply with contract specifications and applicable laws, and that contractors are aware of all conditions, including payment of prevailing wages and apprenticeship requirements.

- ◆ As a service to the public and to companies doing business with the City, in 2002-2003 the OLSE will begin maintaining a library of statutes, regulations, guidelines, research materials, and any other information pertaining to prevailing wage- and labor-standards requirements in city construction contracts.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Living Wage / Living Health (MCO/HCAO)				
Ensure contractor compliance with the City's compensation and health benefits policies				
♦ Number of contracts audited	n/a	48	48	96
Ensure contractor compliance with the City's labor standards				
♦ Number of contractor job site inspections (including worker interviews when appropriate)	n/a	100	85	85
♦ Number of pre-construction meetings	n/a	n/a	52	55
Procurement Services				
Achieve cost savings and make the purchasing process more efficient				
♦ Total spending under term contracts, in millions	\$83.21	\$90.70	\$77.03	\$75.00
♦ Percentage of all purchases made through term contracts (excluding professional services)	25%	34%	24%	24%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	41.83	50.03	46.38	(3.65)
Non-operating Positions (funded By Capital/other)	(1.00)	(2.00)	(2.00)	0.00
Net Operating Positions	40.83	48.03	44.38	(3.65)
SOURCES				
Charges For Services	165,831	200,000	200,000	0
Expenditure Recovery	945,532	1,722,503	1,792,823	70,320
Departmental Transfer Adjustment	1,213,807	0	0	0
General Fund Support	2,374,042	2,996,134	2,672,648	(323,486)
Sources Total	4,699,212	4,918,637	4,665,471	(253,166)
USES-OPERATING EXPENDITURES				
Salaries And Wages	2,289,091	3,148,856	3,165,470	16,614
Fringe Benefits	553,813	763,696	679,753	(83,943)
Professional & Contractual Services	(118,005)	253,007	270,669	17,662
Materials And Supplies	26,160	213,189	108,689	(104,500)
Equipment	616,197	162,295	148,316	(13,979)
Services Of Other Departments	595,002	377,594	292,574	(85,020)
Budgetary Reserves	736,954	0	0	0
Uses-operating Expenditure Total	4,699,212	4,918,637	4,665,471	(253,166)
EXPENDITURE BY PROGRAM RECAP				
Labor Standards Enforcement	0	657,035	606,594	(50,441)
Living Wage / Living Health (MCO/HCAO)	0	492,171	527,436	35,265
Procurement Services	4,699,212	3,769,431	3,531,441	(237,990)
Expenditure By Program Recap Total	4,699,212	4,918,637	4,665,471	(253,166)

ADULT PROBATION

Mission

The mission of the Adult Probation Department is to serve and protect the citizens of the City and County of San Francisco through the investigation and supervision of adult criminal offenders.

Services

The Adult Probation Department refers probationers and victims to community-based treatment programs and counseling services. It collects court fines, fees, and victim restitution, conducts background investigations, and prepares reports for the courts on individuals being sentenced after a felony conviction.

For more information, call (415) 553-1704.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$9,009,860	\$9,572,491	\$10,118,738	\$546,247	5.71%
Total FTE	128.77	125.03	124.87	(0.16)	(0.13%)

Budget Issues and Details

Increasing Access to Services

- ◆ Passed by California voters in November 2000, the Substance Abuse Treatment Crime Prevention Act (Proposition 36) mandates that counties offer substance-abuse treatment to first- and second-time non-violent drug offenders in lieu of incarceration. San Francisco continues to explore ways to maximize Proposition 36 funding, working with established community-based organizations to expand services available to offenders eligible for treatment under the law. In 2002-2003, the Adult Probation Department will use Proposition 36 funding to assign two additional probation officers to work with the Trial Courts, the Public Defender, and the District Attorney to ensure that all eligible cases are referred to effective drug treatment.

Implementing the Case Management System

- ◆ In 2001-2002, the Adult Probation Department began implementing a new automated case management system. The department will complete implementation in 2002-2003. This new system will track probation cases electronically, improving monitoring of the probationers and enabling the department to deploy additional

probation officers in the City's neighborhoods. Officers will rely on the system for information about a probationer's compliance with the terms and conditions of probation. Each case file will include key information such as probationers' addresses, probation status, and place of employment, as well as probationers' compliance with treatment programs and the status of financial obligations, such as payment of fines, fees, and restitution. The 2002-2003 budget contains \$67,600 in funding to allow the department to purchase equipment to provide department-wide access to the new system.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Increase collection of fines, fees and restitution				
♦ Total amount collected from fines, fees, and restitution	\$1,210,050	\$1,323,000	\$1,165,000	\$1,200,000
♦ Amount of General Fund fines and fees	\$696,300	\$562,000	\$703,000	\$712,000
Community Services				
Improve outcomes for probationers and safety for community				
♦ Maximum caseload size per probation officer in the Domestic Violence unit	150	50	100	70
♦ Number of batterer treatment programs that are certified by department	0	9	12	12
♦ Percentage of batterer treatment programs certified by department	0%	75%	100%	100%
Pre-sentencing Investigation				
Provide timely reports to guide sentencing decisions				
♦ Percentage of reports provided to the Court two days prior to sentencing	97%	99%	99%	99%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	130.77	126.53	126.37	(0.16)
Non-operating Positions (funded By Capital/other)	(2.00)	(1.50)	(1.50)	0.00
Net Operating Positions	128.77	125.03	124.87	(0.16)

SOURCES

Licenses And Fines	25,994	34,982	34,982	0
Use Of Money Or Property	30,681	0	0	0
Intergovernmental Revenue - Federal	380,534	150,614	148,484	(2,130)
Intergovernmental Revenue - State	45,008	65,500	65,500	0
Charges For Services	672,287	527,000	677,000	150,000
Other Revenues	(2,775)	0	0	0
Expenditure Recovery	141,576	294,100	557,750	263,650
Fund Balance	682,579	0	0	0
General Fund Support	7,033,976	8,500,295	8,635,022	134,727
Sources Total	9,009,860	9,572,491	10,118,738	546,247

USES-OPERATING EXPENDITURES

Salaries And Wages	6,064,878	7,120,560	7,649,387	528,827
Fringe Benefits	1,622,474	1,750,484	1,750,384	(100)
Professional & Contractual Services	602,114	350,807	232,349	(118,458)
Materials And Supplies	62,874	63,013	117,613	54,600
Equipment	62,450	20,272	13,000	(7,272)
Services Of Other Departments	595,070	267,355	356,005	88,650
Uses-operating Expenditure Total	9,009,860	9,572,491	10,118,738	546,247

EXPENDITURE BY PROGRAM RECAP

Administration	2,886,366	2,073,789	1,898,433	(175,356)
Community Services	4,336,855	5,195,676	5,645,348	449,672
Pre-sentencing Investigation	1,786,639	2,303,026	2,574,957	271,931
Expenditure By Program Recap Total	9,009,860	9,572,491	10,118,738	546,247

AGING AND ADULT SERVICES

Mission The mission of the Department of Aging and Adult Services is to assist older and functionally impaired adults and their families to maximize self sufficiency, safety, and health and independence so that they can remain in the community for as long as possible and maintain the highest quality of life.

Services The department coordinates an integrated, comprehensive range of social, mental health, and long-term care services that foster independence and self reliance in an enriching environment. It also protects the rights and assets of those who are no longer able to care for themselves or advocate their rights or for those who are deceased. The department is comprised of four major divisions: (1) the Office on the Aging allocates funding to help seniors remain in their homes; (2) the Public Guardian/Public Conservator provides financial management and personal conservatorships for vulnerable elders and adults; (3) the Public Administrator oversees the estates of people who die without a will or when appointed by a Superior Court order; and (4) Adult Protective Services, which investigates and intervenes in cases of physical or financial abuse of dependent adults or elders or in cases of self neglect.

For more information, call (415) 864-6051.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$25,698,527	\$28,187,257	\$30,427,124	\$2,239,867	7.95%
Total FTE	89.05	111.99	134.42	22.43	20.03%

Budget Issues and Details

Meeting the Growing Demand for Elderly Services

- ◆ Demographic trends for San Francisco indicate that the City’s elder population is growing rapidly. In 1990, the median age of all San Franciscans was 35 years. In 2010, the median age will reach 45 years. Currently, the City has approximately 136,000 persons over age 60. By 2010, this number will grow to 173,000—an increase of nearly 27 percent. In addition to growing client numbers overall, the characteristics of the department’s clientele are also changing. They are increasingly poor, older, and suffering from multiple maladies, requiring more intensive and complex care.

The department largely operates in response to mandates of the Older Americans Act, the Older Californians Act, the California Probate Code, and the Welfare and Institutions Code. Under these mandates, it administers programs for the aging, manages intestate estates, and cares for the financial and personal needs of those placed under probate and conservatorships. This dual pressure for services between a growing elderly population and state and federal mandates entails an increased need for thoughtful planning and efficient service delivery. The department has a deepening commitment for home and community-based services, which are critical in risk management and acute intervention, as well as being more cost effective.

Continuing Current Services for Seniors

- ◆ Through a grant from the Mayor's Office, Aging and Adult Services will annualize \$500,000 of seniors citizens' programs in 2002-2003. The department will continue to fund home-delivered meals for disabled and/or homebound elderly, case-management services, and In-Home Supportive Services. The funds will also support adult day-health programs, congregate meal programs for the elderly, and paratransit services.

Creating a Continuum of Care

- ◆ In 2001-2002, the department has improved coordination within its divisions to serve elderly and vulnerable adults. In particular, Adult Protective Services uncovers cases of abuse and neglect, which frequently require the services of the Public Guardian/Conservator and the Case Management Program. Consolidating these divisions into one department has augmented the department's ability to serve its clients.
- ◆ The department has also taken the lead in improving public access to aging-related and supportive programs available in the community. SF-GetCare.com, a new web-based information system, contains assessment tools and a resource directory of more than 900 services. SF-GetCare.com links to service providers and other resources to assist elders, disabled adults, and caregivers in easily locating and accessing help. With assistance from a new U.S. Department of Commerce grant, the department anticipates further expansion to provide Spanish, Russian, Chinese, and Filipino translations for SF-GetCare.
- ◆ Ultimately, the department is committed to streamlining and improving the various intake systems used in their programs. Staff is currently researching and analyzing the intake systems of aging and adult services departments in other California counties and anticipates improvements to San Francisco's system in the coming fiscal year.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Access To Services				
Provide information and access to services for seniors				
♦ Number of referrals and assistance provided to senior consumers for services (including elder abuse prevention training, legal services, transportation and health insurance counseling)	12,038	n/a	11,584	12,000
Adult Services				
To effectively assist clients within Adult Protective Services				
♦ Number of outreach units	374	n/a	500	550
♦ Number of new cases opened	2,434	n/a	2,668	2,750
County Veterans Services				
Secure federal and state benefits for veterans				
♦ Number of unduplicated new veterans for whom federal and state benefits are secured	114	200	178	200
Public Administrator				
Provide effective public administrator services				
♦ Number of referrals made to the Public Administrator	464	n/a	375	400
♦ Number of Public Administrator cases closed	136	n/a	186	200
Public Guardian / Conservator				
Provide effective public guardian/mental health conservatorship services				
♦ Number of referrals made to the Public Guardian/Mental Health Conservator	188	n/a	250	200
Senior Central Development				
Provide information and access to services for seniors				
♦ Number of requests for information provided through the ten Senior Centrals	20,538	n/a	19,012	20,000
Services To Frail Elders				
Provide nutritional meals to the elderly				
♦ Number of home delivered meals	1,037,272	n/a	979,072	1,000,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	89.05	111.99	134.42	22.43
Net Operating Positions	89.05	111.99	134.42	22.43
SOURCES				
Local Taxes	11,277,201	11,674,000	11,450,000	(224,000)
Intergovernmental Revenue - Federal	4,783,245	3,690,147	4,061,863	371,716
Intergovernmental Revenue - State	3,062,782	1,795,869	1,686,187	(109,682)
Charges For Services	2,346,817	2,762,000	2,912,000	150,000
Other Revenues	0	72,239	75,872	3,633
Expenditure Recovery	158,651	3,289,995	3,632,326	342,331
General Fund Support	4,069,831	4,903,007	6,608,876	1,705,869
Sources Total	25,698,527	28,187,257	30,427,124	2,239,867
USES-OPERATING EXPENDITURES				
Salaries And Wages	5,424,184	7,021,582	8,804,600	1,783,018
Fringe Benefits	1,281,011	1,729,126	1,979,588	250,462
Professional & Contractual Services	17,750,591	17,028,120	16,884,408	(143,712)
Materials And Supplies	43,079	77,014	54,637	(22,377)
Equipment	74,262	140,000	10,630	(129,370)
Services Of Other Departments	1,125,400	2,191,415	2,693,261	501,846
Uses-operating Expenditure Total	25,698,527	28,187,257	30,427,124	2,239,867
EXPENDITURE BY PROGRAM RECAP				
Access To Services	2,194,110	2,405,130	2,106,830	(298,300)
Administration	56,568	1,824,554	2,969,799	1,145,245
Adult Services	0	2,771,499	5,105,913	2,334,414
Case Management	0	0	335,261	335,261
County Veterans Services	249,967	295,640	303,477	7,837
Office On The Aging	2,049,475	1,119,588	1,078,336	(41,252)
Public Administrator	4,119,106	3,804,161	1,019,450	(2,784,711)
Public Guardian / Conservator	1,557,701	1,723,240	3,154,201	1,430,961
Senior Central Development	1,593,630	1,512,193	1,493,072	(19,121)
Seniors Independent	8,462,736	6,800,980	7,635,868	834,888
Services To Frail Elders	5,415,234	5,930,272	5,224,917	(705,355)
Expenditure By Program Recap Total	25,698,527	28,187,257	30,427,124	2,239,867

AIRPORT COMMISSION

Mission The mission of the Airport Commission and the San Francisco International Airport is to offer safe and efficient facilities and services for domestic and international air travel.

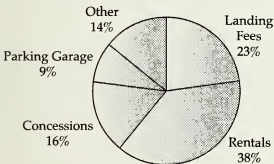
Services San Francisco International Airport (SFO or the Airport) provides operation and maintenance of airport facilities and runways, safety and security services, airport museum displays and exhibits, and a noise abatement program.

For more information, call (650) 821-4000.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$466,439,169	\$628,718,981	\$583,500,4649	(\$45,218,517)	(7.19%)
Total FTE	1,577.60	1,536.92	1,347.92	(189.40)	(12.32%)

Funding Sources



The Airport's revenue sources for 2002-2003 are projected to include 38 percent from airline terminal, hangar, and cargo rentals; food and gift concessions revenues will contribute 16 percent.

Budget Expenditures



In the last six years, the Airport's total budget has more than doubled, from \$309 million to \$723 million, to meet the needs of SFO's expansion.

Budget Issues and Details

Working Toward Heightened Safety and Security

- ◆ In the wake of international and airline incidents, the Airport Commission is moving to meet requirements for heightened levels of security. Working in collaboration with the Federal Aviation Administration (FAA) to meet new federal policies and security mandates, the commission is providing additional staff, employee training, and other resources to SFO's Security Program. To support this effort, the commission is implementing a multi-million dollar security enhancement project to increase security throughout the airport. The Airport's international terminal will

become one of the first U.S. airport terminals to install and operate the new CTX baggage scanning machines to meet the FAA's security baggage screening mandate.

Streamlining Business and Financial Operations

- ◆ As a result of the economic downturn and the decrease in air passenger traffic, the Airport Commission has reduced the operating budget by \$66.6 million, or 19 percent (not including debt service and bond retirement payment), from the 2001-2002 budget. This reduction is primarily attributed to changes in management, operating efficiencies, and performance enhancements. Subsequently, the airline landing fee rate increased by only 4 percent and terminal rental rates were reduced by 3 percent while maintaining core services to operate the Airport efficiently and effectively.
- ◆ The commission is also working to increase short- and long-term revenues and domestic and international passenger growth and to reduce operating expenses without compromising the quality of the Airport's infrastructure. The Airport is working with retail operators during the current economic downturn and continues to market the new international terminal to air carriers to expand and initiate new flight service.

Upgrading Airport Facilities

- ◆ The Airport's 50-year-old parallel runways are separated by only 750 feet, which requires the frequent closure of one runway for safety reasons during foggy and windy weather. These closures result in flight delays. Increasing the separation between runways to 4,300 feet, the width generally recommended by the FAA, would allow dual arrivals during all weather conditions.
- ◆ The Airport Commission is exhaustively studying both "build" and "no-build" options to solve the delay problem and to address the region's air transportation needs. Any build option would involve "fill" in San Francisco Bay. To thoroughly evaluate such an option, the commission is currently conducting the most comprehensive and historic environmental studies ever done on the Bay and plans to release the draft environmental impact report in late 2002 for public review.

Improving Internal and Regional Airport Transportation

- ◆ In 2002-2003, SFO will complete work on the AirTrain light rail system that will serve passengers and airport employees traveling throughout the Airport. The AirTrain will begin operation by late summer 2002. The Airport has also completed work in preparation to receive BART's extension to the Airport. BART management projects 17,000 daily riders to the Airport.

Continuing Environmental Protection of the Bay

- ◆ The Airport Commission has completed design plans to construct a \$41 million wastewater treatment plant to ensure the continued environmental protection of the Bay. Construction is tentatively scheduled to begin in July 2002, with final completion scheduled for July 2005. The Airport is also continuing work on procedures for managing storm water and for hazardous material and waste issues.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration, Business				
Be an economic growth engine for San Francisco and the Bay Area				
♦ Amount of annual service payment to the City's General Fund, in millions	\$24.8	\$28.0	\$17.9	\$21.3
Facilities Maintenance, construction				
Enhance community relations and environmental commitments				
♦ Cumulative number of homes insulated to mitigate the impact of airport noise	11,472	13,090	12,084	13,079
♦ Total funds dispersed for noise insulation, in millions	\$104.10	\$115.33	\$114.10	\$122.80
Provide air travelers with the highest standards of excellence today and in the future				
♦ Overall airport rating (annual survey with 1-5 scale)	3.7	4.0	4.0	3.5
♦ Overall survey rating of airport cleanliness	4.0	4.0	4.0	3.5
♦ Overall survey rating of helpfulness of information booths	3.7	3.7	4.0	4.0
♦ Overall survey rating of ease of finding way around the airport	4.4	5.0	5.0	5.0
Safety & Security				
Meet or exceed all federal safety and security standards and provide a safe environment for the airport community				
♦ Number of FAA security violations committed by SFO	4	0	4	0
♦ Number of fatalities due to operations failure or natural disasters	0	0	0	0
♦ Roadway injury accident rate per 100,000 enplaned passengers	0.13	n/a	0.16	0.14
♦ City receives Federal Aviation regulation certification	Yes	n/a	Yes	Yes

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	1,967.85	1,959.67	1,733.52	(226.15)
Non-operating Positions (funded By Capital/other)	(390.25)	(422.75)	(386.00)	36.75
Net Operating Positions	1,577.60	1,536.92	1,347.52	(189.40)
SOURCES				
Licenses And Fines	699,051	682,000	512,000	(170,000)
Use Of Money Or Property	197,240,022	215,634,870	179,776,000	(35,858,870)
Intergovernmental Revenue - Federal	25,080	88,000	0	(88,000)
Intergovernmental Revenue - State	450,332	0	0	0
Charges For Services	222,307,958	403,674,743	413,327,512	9,652,769
Other Revenues	26,259,064	26,816,000	25,103,000	(1,713,000)
Fund Balance	55,144,284	17,458,051	2,247,740	(15,210,311)
Departmental Transfer Adjustment	(35,686,622)	(35,634,683)	(37,465,788)	(1,831,105)
Sources Total	466,439,169	628,718,981	583,500,464	(45,218,517)
USES-OPERATING EXPENDITURES				
Salaries And Wages	76,841,725	94,233,076	87,168,994	(7,064,082)
Fringe Benefits	19,060,629	23,705,931	20,918,938	(2,786,993)
Professional & Contractual Services	69,165,816	90,766,573	57,490,749	(33,275,824)
Materials And Supplies	10,568,294	10,663,751	7,665,816	(2,997,935)
Equipment	1,216,328	1,818,460	200,000	(1,618,460)
Debt Service	167,329,003	254,578,000	338,000,000	83,422,000
Services Of Other Departments	37,969,653	56,025,313	46,475,090	(9,550,223)
Transfers Out	26,151,881	29,327,877	25,580,877	(3,747,000)
Budgetary Reserves	30,689,619	0	0	0
Uses-operating Expenditure Total	438,992,948	561,118,981	583,500,464	22,381,483
USES-PROJECT EXPENDITURES				
Facilities Maintenance	910,327	2,900,000	0	(2,900,000)
Capital Projects	26,535,894	64,700,000	0	(64,700,000)
Uses-project Expenditure Total	27,446,221	67,600,000	0	(67,600,000)
EXPENDITURE BY PROGRAM RECAP				
Administration, Business	311,389,867	463,014,374	410,511,809	(52,502,565)
Facilities Maintenance, Construction	101,866,901	98,674,578	121,821,967	23,147,389
Safety & Security	53,182,401	67,030,029	51,166,688	(15,863,341)
Expenditure By Program Recap Total	466,439,169	628,718,981	583,500,464	(45,218,517)

ARTS COMMISSION

Mission The mission of the Arts Commission is to promote the arts in San Francisco.

Services The Arts Commission provides civic design review, maintains the civic art collection, provides community arts and education programs, supports public art projects, dispenses cultural equity grants, hosts Arts Commission Gallery exhibitions, and administers the street artists and municipal symphony programs and the four city-owned cultural centers.

For more information, call (415) 252-2590.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$8,008,237	\$8,660,423	\$8,364,217	(\$296,206)	(3.42%)
Total FTE	21.81	23.32	23.64	.032	1.37%

Budget Issues and Details

Initiating a Long-Term Strategic Planning Process

- ◆ The Arts Commission will begin a multi-year strategic planning initiative to better gauge its programs and services and plan for future growth in San Francisco's arts culture. In the coming year, the commission will draft a comprehensive five-year strategic plan, which it will review and revise annually.

Continuing Commitment to Youth Development through Creative Writing

- ◆ In 2002-2003, the Arts Commission will continue to fund WritersCorps, a program designed to teach creative writing and communications skills to San Francisco youth. Since its inception, WritersCorps has been nationally recognized for its innovative methods and ability to teach and motivate youth. Most recently, five WritersCorps youth were admitted to prestigious summer arts programs across the country and won scholarships for both travel and tuition.
- ◆ The 2002 WritersCorps student anthology, "Jump," received the Western Arts Directors Guild Award for design. In January 2003, Harper-Collins will publish WritersCorps' first national anthology, "Paint Me Like I Am."

Adding to the Public Art Program

- ◆ The Public Art Program continues to improve the quality of life for San Franciscans throughout the City. At the San Francisco International Airport, the department commissioned an interactive sculpture, located at the airport's light-rail (and future BART) station. The commission's artist has covered the wall surface with reflective metal disks that move and shimmer as trains and travelers pass by. In addition, public artwork was completed at the new city-owned North Beach parking garage. The facade of the garage features specially enlarged portraits of the diverse North Beach community—past and present, young and old, Chinese and Italian. The original photos were reproduced onto porcelain enamel medallions before being embedded in the garage's exterior.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Improve access and information regarding all Arts Commission programs				
♦ Number of marketing posters presented in Decaux Kiosks	33	33	33	66
Provide extensive design review of City building projects				
♦ Number of public building projects reviewed by the Civic Design Review Committee	45	100	55	60
Community Arts & Education				
Transform San Francisco youth and their communities through creative writing classes				
♦ Percentage of youth participating in WritersCorps that improve their writing skills by at least one level of the writing rubric	86%	80%	80%	80%
♦ Number of WritersCorps sites	12	11	13	13
♦ Number of hours of service provided	5,164	8,000	8,000	8,000
Cultural Equity				
Provide financial support to cultural organizations to ensure that all cultures of the City are represented				
♦ Number of grants awarded by the Art Commission	98	140	100	100
♦ Total amount of grants, in millions	\$1.60	\$2.00	\$1.60	\$1.70
Gallery				
Showcase Bay Area emerging artists by providing high quality exhibitions and installations				
♦ Number of emerging Bay Area artists represented at four exhibition sites and the Slide Registry	655	800	730	750
♦ Average audience attending exhibitions	41,000	44,000	44,000	44,000
Municipal Symphony Concerts				
Produce affordable, high-caliber popular concerts				
♦ Average attendance at Pops concerts	38,000	38,000	46,480	50,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	<u>Proposed vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	26.31	28.32	28.64	0.32
Non-operating Positions (funded By Capital/other)	(4.50)	(5.00)	(5.00)	0.00
Net Operating Positions	21.81	23.32	23.64	0.32
SOURCES				
Local Taxes	4,113,229	4,433,352	4,072,000	(361,352)
Licenses And Fines	125,037	156,317	156,317	0
Use Of Money Or Property	29,354	19,359	19,359	0
Intergovernmental Revenue - State	18,000	40,000	40,000	0
Charges For Services	211,380	88,517	92,793	4,276
Other Revenues	600	123,764	131,190	7,426
Transfers In	676,138	462,000	265,000	(197,000)
Expenditure Recovery	204,357	797,384	1,232,640	435,256
Fund Balance	373,656	0	7,093	7,093
General Fund Support	2,256,486	2,539,730	2,347,825	(191,905)
Sources Total	8,008,237	8,660,423	8,364,217	(296,206)
USES-OPERATING EXPENDITURES				
Salaries And Wages	919,240	1,492,787	1,528,089	35,302
Fringe Benefits	227,203	304,608	301,517	(3,091)
Professional & Contractual Services	5,644,758	6,396,023	6,025,523	(370,500)
Aid Assistance	750,000	15,000	265,000	250,000
Materials And Supplies	39,282	16,150	15,750	(400)
Equipment	47,255	0	0	0
Services Of Other Departments	203,170	125,855	143,338	17,483
Budgetary Reserves	43,861	0	0	0
Uses-operating Expenditure Total	7,874,769	8,350,423	8,279,217	(71,206)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	133,468	310,000	85,000	(225,000)
Uses-project Expenditure Total	133,468	310,000	85,000	(225,000)
EXPENDITURE BY PROGRAM RECAP				
Administration	946,243	1,042,284	1,005,460	(36,824)
Civic Collection	56,210	163,000	10,000	(153,000)
Community Arts & Education	2,858,515	3,078,618	3,055,471	(23,147)
Cultural Equity	181,585	2,386,019	2,158,959	(227,060)
Gallery	16,257	15,000	15,000	0
Municipal Symphony Concerts	925,926	1,090,779	1,211,979	121,200
Public Art	2,863,504	728,406	743,938	15,532
Street Artists	159,997	156,317	163,410	7,093
Expenditure By Program Recap Total	8,008,237	8,660,423	8,364,217	(296,206)

ASIAN ART MUSEUM

Mission The mission of the Asian Art Museum is to lead a diverse audience toward discovering the unique material, aesthetic, and intellectual achievements of Asian art and culture.

Services The Asian Art Museum houses the City's collection of nearly 13,000 Asian art objects, including the Avery Brundage Collection; hosts special exhibitions; and offers numerous educational and outreach programs.

For more information, call (415) 379-8800.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$2,351,964	\$3,543,853	\$6,741,894	\$3,198,041	90.24%
Total FTE	9.80	29.88	66.24	36.36	121.69%

Budget Issues and Details

Opening a New Asian Art Museum at Civic Center

- ◆ In January 2003, the Asian Art Museum/Chong-Moon Lee Center for Asian Art and Culture will officially reopen in the newly renovated Old Main Library. The new museum, designed by world-renowned architect Gae Aulenti, retains its original façade, structure, and historic character. All other features, including the building's seismically protective base isolation system, are completely new. Construction of the new museum, with a total public and private cost of \$160.5 million, is the largest investment ever in Asian art and culture in the United States. City-issued bonds will finance \$57 million of the total cost, with the remainder coming from private sources. Completely separate from the M.H. de Young Museum for the first time, the museum will now maintain its own security, custodial, engineering, and facilities maintenance divisions.
- ◆ The Asian Art Museum's usable space will increase to 163,000 square feet, from 72,800 at the former Golden Gate Park site. In addition to significantly increased regular exhibition space and a new special exhibition gallery, the new museum will triple its education and library space. These changes will enable the museum to offer increased educational and community outreach activities and to make Asian art and culture more accessible to a broad and diverse audience. With this increased investment, the museum hopes to double attendance from 200,000 to 400,000 visitors per year and to increase recruitment of museum members, volunteers, and supporters.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Asian Art Museum				
Increase museum membership				
♦ Number of museum members (museum closing 10/2001 and reopening early 2003)	14,214	10,000	9,500	18,000
Increase number of museum visitors				
♦ Number of museum visitors	290,362	18,000	136,321	200,000
Provide quality programs on Asian art and culture				
♦ Number of education program participants	21,002	7,000	6,031	12,500
♦ Number of public program participants	25,700	10,000	16,365	17,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	<u>Proposed vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	9.80	29.88	66.24	36.36
Net Operating Positions	9.80	29.88	66.24	36.36
SOURCES				
Local Taxes	1,985,331	2,139,844	1,965,000	(174,844)
Charges For Services	0	75,000	591,000	516,000
Fund Balance	366,632	0	0	0
General Fund Support	1	1,329,009	4,185,894	2,856,885
Sources Total	2,351,964	3,543,853	6,741,894	3,198,041
USES-OPERATING EXPENDITURES				
Salaries And Wages	697,779	1,785,355	3,534,967	1,749,612
Fringe Benefits	168,167	425,704	825,017	399,313
Professional & Contractual Services	1,313,452	820,489	990,265	169,776
Equipment	0	0	9,000	9,000
Services Of Other Departments	169,766	454,174	853,643	399,469
Budgetary Reserves	0	58,131	429,002	370,871
Uses-operating Expenditure Total	2,349,164	3,543,853	6,641,894	3,098,041
USES-PROJECT EXPENDITURES				
Facilities Maintenance	2,800	0	100,000	100,000
Uses-project Expenditure Total	2,800	0	100,000	100,000
EXPENDITURE BY PROGRAM RECAP				
Asian Art Museum	2,351,964	3,543,853	6,741,894	3,198,041
Expenditure By Program Recap Total	2,351,964	3,543,853	6,741,894	3,198,041

ASSESSOR / RECORDER

Mission The mission of the Office of the Assessor/Recorder is to perform accurate, fair, and uniform assessments of all city and county property. The office also identifies and assesses all taxable property, implements property tax laws, protects the personal property rights of the public, and provides public access to records.

Services The Assessor/Recorder's Office provides appraisal and record maintenance of assessments and assessment standards and maintains public documents associated with land transactions, including deeds, security agreements, liens, and maps.

For more information, call (415) 554-4176.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$13,725,874	\$11,650,670	\$11,796,343	\$145,673	1.25%
Total FTE	134.08	136.91	123.95	(12.96)	(9.47%)

Budget Issues and Details

Enhancing the Property Assessment System

- ◆ As part of the department's continued commitment to automate the recording/assessment process, the department will implement a system of "direct enrollment" that will speed up processing time for specific deed types in 2002-2003. This enhancement will allow the system to reference recorded deeds using the address of a property when block and lot numbers are unavailable. The system will automatically process numerous changes in ownership, process ownership history, calculate sales price from transfer tax paid, and enroll the sales price as the assessed value for selected transactions. Enhancements to the current system will promote taxpayer confidence through increased efficiency and fairness associated with timely and accurate processing of taxpayer requests.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Real Property				
Assess all taxable real property within the City				
♦ Percentage of direct enrollment ownership changes (residential sales involving 100% property transfer) that are enrolled within 30 days	95%	n/a	95%	97%
♦ Percentage of ownership changes (other than direct enrollments) enrolled within roll year	85%	n/a	75%	75%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	134.08	136.91	123.95	(12.96)
Net Operating Positions	134.08	136.91	123.95	(12.96)
SOURCES				
Local Taxes	52,931	0	0	0
Intergovernmental Revenue - State	1,013,332	1,013,000	1,013,000	0
Charges For Services	2,636,140	2,237,264	2,312,264	75,000
Expenditure Recovery	0	0	247,596	247,596
Fund Balance	197,664	41,541	395,071	353,530
Departmental Transfer Adjustment	1,217,167	0	0	0
General Fund Support	8,608,640	8,358,865	7,828,412	(530,453)
Sources Total	13,725,874	11,650,670	11,796,343	145,673
USES-OPERATING EXPENDITURES				
Salaries And Wages	7,176,541	7,940,054	7,736,367	(203,687)
Fringe Benefits	1,814,045	1,956,104	1,749,708	(206,396)
Overhead	0	0	331,862	331,862
Professional & Contractual Services	1,697,764	333,854	329,272	(4,582)
Materials And Supplies	128,811	83,254	197,791	114,537
Equipment	10,019	0	142,350	142,350
Services Of Other Departments	1,382,210	1,337,404	1,308,993	(28,411)
Budgetary Reserves	1,516,484	0	0	0
Uses-operating Expenditure Total	13,725,874	11,650,670	11,796,343	145,673
EXPENDITURE BY PROGRAM RECAP				
Personal Property	2,064,859	2,244,124	2,364,594	120,470
Real Property	2,965,357	2,966,108	2,570,265	(395,843)
Recorder	2,225,189	2,003,373	2,496,564	493,191
Tax Assessment	5,395,932	3,125,899	3,409,031	283,132
Technical Services	1,074,537	1,311,166	955,889	(355,277)
Expenditure By Program Recap Total	13,725,874	11,650,670	11,796,343	145,673

BOARD OF APPEALS

Mission The mission of the Board of Appeals is to provide a final administrative review of the condition of permits, permit issuance, suspension, revocation, and penalties for city and county departments.

Services The Board of Appeals provides the public hearing process for review and discussion of departmental decisions.

For more information, call (415) 575-6880.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$386,565	\$425,338	\$438,499	\$13,161	3.09%
Total FTE	5.14	4.53	4.60	0.07	1.55%

Budget Issues and Details

- ◆ The Board of Appeals has no strategic budget issues.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Appeals Processing				
Provide a fair and efficient administrative appeals process to the public				
♦ Percentage of cases scheduled for hearing within 45 days of application	45%	70%	51%	80%
♦ Percentage of written findings distributed within 30 days of decision	85%	99%	99%	99%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	5.14	4.53	4.60	0.07
Net Operating Positions	5.14	4.53	4.60	0.07
SOURCES				
Charges For Services	55,440	49,000	52,000	3,000
Other Revenues	(400)	0	0	0
General Fund Support	331,525	376,338	386,499	10,161
Sources Total	386,565	425,338	438,499	13,161
USES-OPERATING EXPENDITURES				
Salaries And Wages	284,882	302,040	328,926	26,886
Fringe Benefits	63,171	66,986	64,151	(2,835)
Professional & Contractual Services	17,413	20,274	27,034	6,760
Materials And Supplies	12,688	19,343	2,500	(16,843)
Services Of Other Departments	8,411	16,695	15,888	(807)
Uses-operating Expenditure Total	386,565	425,338	438,499	13,161
EXPENDITURE BY PROGRAM RECAP				
Appeals Processing	386,565	425,338	438,499	13,161
Expenditure By Program Recap Total	386,565	425,338	438,499	13,161

BOARD OF SUPERVISORS

Mission The mission of the Board of Supervisors (the Board) is to respond to the needs of the people of San Francisco, establish city policies, adopt ordinances and resolutions, and exercise appropriation authority.

Services The Board of Supervisors is the legislative branch of city government. The Board authorizes all appropriations for expenditures, including the City's annual budget. It formulates public policy that serves the needs of the people of San Francisco. The Clerk of the Board of Supervisors (the Clerk) manages the following programs: Assessment Appeals Board, the Youth Commission, the Sunshine Ordinance Task Force, the Budget Analyst, and the San Francisco Local Agency Formation Commission.

For more information, call (415) 554-5184.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$8,713,953	\$9,020,814	\$9,193,718	\$172,904	1.92%
Total FTE	78.06	64.10	65.71	1.61	2.51%

Budget Issues and Details

Increasing Public Access to Information

- ◆ For the past several years, the Clerk of the Board of Supervisors has endeavored to facilitate the public's access to legislative records and information generated by the Board. In 2001-2002, the Clerk of the Board made available on the Internet all committee and full Board agendas, minutes, and information packets prior to each meeting. In 2002-2003, the Clerk will continue to broaden public access to information by putting online the text of all ordinances and resolutions introduced by the Board of Supervisors.

Supporting the Local Agency Formation Commission

- ◆ The 2002-2003 budget includes funding for one new assistant clerk of the Board to staff the San Francisco Local Agency Formation Commission (LAFCo). The LAFCo, which is under the purview of the Board of Supervisors, reviews and approves proposed jurisdictional boundary changes, including the formation of special districts.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
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Assessment Appeals Board

Provide timely scheduling of assessment appeals applications

♦ Percentage of requested Hearing Officer Program applications scheduled prior to April 10th	n/a	n/a	85%	90%
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Board Of Supervisors

Provide timely access to legislative materials

♦ Percentage of Board and Committee agendas that are posted on the Board's web site at least three days in advance of the meeting	90%	95%	95%	100%
♦ Percentage of legislative agenda packets that are posted on the Board's web site at least 48 hours in advance of the meeting	100%	100%	100%	100%
♦ Number of hits to the web site for meeting agendas and minutes	59,414	25,000	700,000	600,000

Provide timely, useful legislative analysis and reporting to the Board of Supervisors

♦ Percentage of Board assignments completed within four weeks	80%	80%	70%	80%
♦ Percentage of reports on Board or Committee hearing items posted on web site at least 72 hours prior to hearing	100%	100%	100%	100%

Respond to inquiries from the Board and the public

♦ Percentage of written requests that are answered within 24 hours of receipt	90%	85%	85%	85%
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Children's Baseline

Increase the number of youth reached within the City and County of San Francisco

♦ Number of youth reached through Youth Commission outreach programs	n/a	n/a	1,200	1,500
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Sunshine Ordinance Task Force

Provide information materials for the access of public information

♦ Percentage of public records requests and questions about the Sunshine Ordinance answered within 5 days	100%	100%	100%	100%
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TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	78.06	64.10	65.71	1.61
Net Operating Positions	78.06	64.10	65.71	1.61
SOURCES				
Charges For Services	34,602	80,000	80,000	0
Expenditure Recovery	33,457	0	31,000	31,000
Fund Balance	0	0	239,000	239,000
General Fund Support	8,645,894	8,940,814	8,843,718	(97,096)
Sources Total	8,713,953	9,020,814	9,193,718	172,904
USES-OPERATING EXPENDITURES				
Salaries And Wages	3,870,125	3,852,580	4,258,058	405,478
Fringe Benefits	898,693	929,961	915,326	(14,635)
Professional & Contractual Services	3,461,970	3,699,437	3,541,643	(157,794)
Materials And Supplies	199,914	126,769	120,519	(6,250)
Services Of Other Departments	283,251	412,067	358,172	(53,895)
Uses-operating Expenditure Total	8,713,953	9,020,814	9,193,718	172,904
EXPENDITURE BY PROGRAM RECAP				
Board Of Supervisors	8,437,373	8,673,986	8,398,785	(275,201)
Children's Baseline	150,292	220,072	222,192	2,120
Local Agency Formation	11,594	0	448,967	448,967
Sunshine Ordinance Task Force	114,694	126,756	123,774	(2,982)
Expenditure By Program Recap Total	8,713,953	9,020,814	9,193,718	172,904

BUILDING INSPECTION

Mission The mission of the Department of Building Inspection (DBI) is to safeguard the life and property of the citizens of San Francisco by enforcing the City's building, housing, plumbing, electrical, and mechanical codes, as well as its disability access regulations.

Services The Department of Building Inspection reviews plans and issues permits for proposed and in-progress construction projects. It also inspects buildings, structures, and sites for compliance with state and federal laws regulating construction and site improvements.

For more information, call (415) 558-6088.

Budget Data Summary

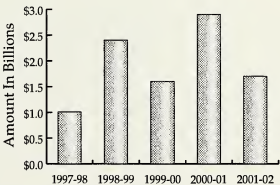
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$31,126,033	\$34,707,932	\$31,375,246	(\$3,332,686)	(9.60%)
Total FTE	275.71	285.44	271.22	(14.22)	(4.98%)

Fee Revenue



DBI projects that fee revenue will remain relatively constant in 2002-2003 after declining in 2001-2002. Fee revenue includes fees for permit issuance, apartment licensing, inspection services, and penalties for code enforcement violations.

Permit Valuation Comparison



Permit valuation, which reflects the number of permits issued and the value of the construction projects for which they were issued, continues to fluctuate in San Francisco. This reflects the City's changing economy.

Budget Issues and Details

Ensuring Effective Inspection and Permit Services

- ◆ In 2002-2003, DBI will continue to improve its inspection and permit services. The department intends to increase the number of building plans that undergo spot checks by senior staff, which will help to ensure a high level of quality control. In addition, the department plans to rotate staff through different divisions within inspection and permit services to provide staff with a broader knowledge of all permit and inspection processes and to facilitate a team review of complex plans.

Maintaining High Levels of Training

- ◆ The Department of Building Inspection places a strong emphasis on training and continuing education for its staff. The department understands that the better the skills and the deeper the knowledge of its personnel, the better it can serve the public. For the past several fiscal years, the department has made a priority of meeting the state law mandate that all inspectors, plan checkers, and building officials hired after January 1, 1994, be certified by a recognized organization such as the International Conference of Building Officials. In addition, the department has ensured that its employees meet the state's mandate of completing 45 hours of continuing education every three years. In 2002-2003, DBI has budgeted \$157,000 for training to maintain its well-prepared staff and to ensure that they continue to meet or exceed state standards.

Improving Public Access to Information and Services

- ◆ In 2002-2003, the Department of Building Inspection will continue to update its computer system to provide greater public access to department information and services. The department has budgeted \$630,000 for various technological improvements, including computer mapping to assist customers with data gathering and redesigning permit applications. In addition, the department plans to implement new software to improve the quality of its property profiles and data management reports.

Continuing Community Outreach Efforts

- ◆ To enhance interaction between the department and the community, DBI has allocated \$300,000 to its Code Enforcement Program in 2002-2003. This program helps fund several community-based organizations, assisting them in their efforts to reach out to tenants on building inspection and code enforcement issues. In addition, the program provides mediation services for settlement of disputes between tenants and landlords.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Inspection Services				
Decrease construction inspection response time				
♦ Percentage of customer-requested inspections completed within 48 hours	98%	100%	100%	100%
Improve code enforcement				
♦ Percentage of complaints responded to within two working days	n/a	98%	98%	98%
♦ Percentage of life hazards or lack of heat complaints responded to within 48 hours	n/a	90%	100%	100%
Permit Services				
Improve permit delivery time				
♦ Percentage of residential plans reviewed and approved within seven days	85%	90%	95%	90%
♦ Percentage of commercial plans reviewed and approved within 30 days	91%	95%	98%	95%
♦ Percentage of all residential permits issued over-the-counter	83%	87%	93%	87%
♦ Percentage of all commercial permits issued over-the-counter	58%	55%	70%	55%
Improve the quality and completeness of plans				
♦ Percentage of plans reviewed for completeness within 24 hours	100%	100%	100%	100%
♦ Percentage of projects spot checked	n/a	n/a	5%	5%
♦ Percentage of spot-checked projects that meet quality control standards	n/a	n/a	80%	85%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	275.71	285.44	271.22	(14.22)
Net Operating Positions	275.71	285.44	271.22	(14.22)
SOURCES				
Licenses And Fines	3,230,630	2,915,817	2,915,817	0
Use Of Money Or Property	1,448,813	884,396	884,396	0
Charges For Services	23,699,023	31,030,308	25,324,418	(5,705,890)
Expenditure Recovery	205,900	458,000	228,000	(230,000)
Fund Balance	4,215,322	619,411	3,222,615	2,603,204
Departmental Transfer Adjustment	(1,673,655)	(1,200,000)	(1,200,000)	0
Sources Total	31,126,033	34,707,932	31,375,246	(3,332,686)
USES-OPERATING EXPENDITURES				
Salaries And Wages	18,321,210	20,435,690	20,552,152	116,462
Fringe Benefits	4,162,974	4,735,926	4,414,952	(320,974)
Overhead	525,052	471,588	253,930	(217,658)
Professional & Contractual Services	3,655,227	3,956,063	2,457,272	(1,498,791)
Materials And Supplies	611,696	447,310	295,296	(152,014)
Equipment	577,668	883,056	27,000	(856,056)
Services Of Other Departments	2,809,959	2,919,852	2,399,445	(520,407)
Transfers Out	308,447	858,447	975,199	116,752
Uses-operating Expenditure Total	30,972,233	34,707,932	31,375,246	(3,332,686)
USES-PROJECT EXPENDITURES				
Capital Projects	153,800	0	0	0
Uses-project Expenditure Total	153,800	0	0	0
EXPENDITURE BY PROGRAM RECAP				
Administration	3,739,419	5,352,864	5,174,155	(178,709)
Inspection Services	14,515,910	16,186,165	15,380,960	(805,205)
Permit Services	12,870,704	13,168,903	10,820,131	(2,348,772)
Expenditure By Program Recap Total	31,126,033	34,707,932	31,375,246	(3,332,686)

BUSINESS AND ECONOMIC DEVELOPMENT

Mission The mission of Business and Economic Development is to coordinate the economic development plans and policies of the City, enhance the economic vitality of San Francisco, expand the tax and employment base, revitalize neighborhood commercial corridors, and generate jobs for residents.

Services This office provides public finance and capital development services through the Office of Small Business Affairs and its Commission and the Treasure Island Development Authority. It also processes seismic safety loan-program applications, coordinates Bay Area intergovernmental programs, and provides import and export development assistance.

For more information, call (415) 554-6969.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$14,340,504	\$13,186,156	\$18,946,456	\$5,760,300	43.68%
Total FTE	28.83	29.24	30.23	0.99	3.39%

Budget Issues and Details

Implementing Major Development Projects

- ◆ Mission Bay is a 303-acre mixed use development in the South of Market area that will include open space, housing and retail properties, as well as a new campus for the University of California at San Francisco (UCSF). Business and Economic Development is responsible for managing the construction of all public infrastructures (streets, sewers, sidewalks, etc.) related to the project. To date, three housing sites (totaling about 1,000 units) and several office/retail buildings, including UCSF campus facilities, are under construction. The value of infrastructure improvements to date is approximately \$66 million.
- ◆ The Transbay Terminal project will develop a 900,000 square-foot integrated multi-modal transportation hub linking retail, transit, and bus service. In 2002-2003, the office will obtain federal certification of the regional transportation plan, draft the preliminary environmental impact report, and complete an agreement for site transfer.
- ◆ In 2001-2002, staff working on the Octavia Boulevard project negotiated the transfer of 22 Central Freeway land parcels from Caltrans to the City and developed a reuse plan for this land. During 2002-2003, the department will issue a Request for

Proposals for parcel development that will ultimately create 750-1,000 units of housing.

- ◆ Staff is currently negotiating the transfer of the Old Mint from the U.S. General Services Administration and is planning for the development and reuse of this 75,000 square-foot national historic landmark. In 2002-2003, staff will issue a Request for Proposals to complete the transfer documents and begin development.
- ◆ The Hunters Point Shipyard is a 500-acre former U.S. Navy parcel located in the Bayview-Hunters Point area. Business and Economic Development is managing the transfer and environmental remediation negotiations with the federal government while planning for the long-term development and reuse of the property.

Revitalizing Neighborhood Commercial Corridors

- ◆ The Office of Small Business Affairs serves as a one-stop resource center for small businesses and provides policy direction on related legislation. In 2002-2003, the office will fund and manage a façade-improvement program geared toward enhancing local commercial districts and will continue to provide education and outreach to new and existing businesses through merchant walks, direct-mail campaigns, industry trade shows, and other venues.

Retaining and Attracting Business

- ◆ In 2002-2003, office staff will initiate a new program to establish a referral and case-management program to provide small and large firms with information and assistance. The department will also implement a dynamic Geographic Information System database and website that will offer customers real-time query and market-research capabilities.

Managing Public Finances

- ◆ The Office of Public Finance manages the issuance and ongoing administration of a majority of the public bond debt for the City, including general obligation bonds, lease revenue bonds, and certificates of participation. As of April 1, 2002, the City's bond portfolio consisted of \$1.82 billion of outstanding obligations. During 2002-2003, the City expects to issue approximately \$156 million in general obligation bonds to finance a variety of voter-approved projects, including improvements to the San Francisco Zoo, branch libraries, the Academy of Sciences, Recreation and Park properties, and Laguna Honda Hospital. Among other projects for 2002-2003 are the issuance of \$10 million in lease revenue bonds to finance the acquisition of equipment for city departments and certificates of participation to acquire office space currently leased by the City and to finance the replacement of the existing juvenile facility located at the San Francisco Youth Guidance Center.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Economic Development				
Assist businesses in order to promote a healthy economy (First Source Hiring Program)				
◆ Number of clients referred	270	n/a	370	500
◆ Number of clients hired	n/a	n/a	255	305
Promote business opportunities				
◆ Number of business and trade delegations initiated	93	n/a	82	90
Finance & Legislative Affairs				
Improve and maintain the City's bond rating				
◆ General Obligation Bond rating--Fitch	AA	AA	AA	AA
◆ G. O. Bond rating--Moody's	Aa3	Aa3	Aa3	Aa3
◆ G. O. Bond rating--Standard and Poor's	AA	AA	AA	AA
Office Of Small Business Affairs				
Provide assistance to small business owners				
◆ Number of small businesses assisted	n/a	n/a	675	844
◆ Number of neighborhood and commercial facades improved	6	n/a	9	18
Seismic Safety Loan Program				
Ensure buildings are earthquake safe				
◆ Number of potential borrowers assisted in completing loan application	19	n/a	24	30
◆ Number of loans to owners of unreinforced masonry buildings successfully closed	4	n/a	6	5
Treasure Island				
To make Treasure Island self-sufficient				
◆ Amount earned from lease of housing on Treasure Island and Yerba Buena Island, in millions	n/a	n/a	n/a	\$8.40

TOTAL BUDGET - HISTORICAL COMPARISON

	<u>2000-2001 Actual</u>	<u>2001-2002 Revised</u>	<u>2002-2003 Proposed</u>	<u>Proposed vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	31.83	32.24	32.23	(0.01)
Non-operating Positions (funded By Capital/other)	(3.00)	(3.00)	(2.00)	1.00
Net Operating Positions	28.83	29.24	30.23	0.99
SOURCES				
Local Taxes	200,000	0	0	0
Use Of Money Or Property	7,949,766	6,211,435	9,619,793	3,408,358
Intergovernmental Revenue - Federal	482,084	0	0	0
Charges For Services	541	0	0	0
Expenditure Recovery	2,583,217	3,844,410	2,433,990	(1,410,420)
Fund Balance	0	394,054	4,462,360	4,068,306
Departmental Transfer Adjustment	(178,267)	0	0	0
General Fund Support	3,303,163	2,736,257	2,430,313	(305,944)
Sources Total	14,340,504	13,186,156	18,946,456	5,760,300
USES-OPERATING EXPENDITURES				
Salaries And Wages	2,420,221	2,408,579	2,629,607	221,028
Fringe Benefits	524,635	529,866	512,463	(17,403)
Professional & Contractual Services	2,133,060	3,068,806	4,296,426	1,227,620
Aid Assistance	2,907,742	365,000	0	(365,000)
Materials And Supplies	56,176	57,500	53,500	(4,000)
Equipment	6,069	0	0	0
Debt Service	0	0	4,064,508	4,064,508
Services Of Other Departments	4,403,623	6,462,549	7,389,952	927,403
Budgetary Reserves	1,888,978	293,856	0	(293,856)
Uses-operating Expenditure Total	14,340,504	13,186,156	18,946,456	5,760,300
EXPENDITURE BY PROGRAM RECAP				
Economic Development	3,390,251	2,574,817	2,378,329	(196,488)
Office Of Small Business Affairs	274,174	546,440	507,623	(38,817)
Public Finance	361,125	189,790	178,351	(11,439)
Seismic Safety Loan Program	2,072,009	394,054	4,462,360	4,068,306
Treasure Island	8,242,945	9,481,055	11,419,793	1,938,738
Expenditure By Program Recap Total	14,340,504	13,186,156	18,946,456	5,760,300

CHILD SUPPORT SERVICES

Mission The mission of the Department of Child Support Services is to collect support for children from their parents, to achieve cost savings to the taxpayers by reducing dependence on public assistance, and to improve the quality of life for affected San Francisco children who are not on assistance.

Services The department locates absent parents and establishes paternity of and support for children—including medical insurance coverage. It also reviews and adjusts support orders as appropriate, collects and distributes support payments, monitors and enforces payment performance, and provides public outreach.

For more information, call (415) 356-2909.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$18,425,392	\$25,063,736	\$26,274,058	\$1,210,322	4.83%
Total FTE	139.38	150.75	140.40	(10.35)	(6.87%)

Budget Issues and Details

Expanding Community Outreach

- ◆ In 2001-2002, Child Support Services opened its first satellite office in the Mission District. In 2002-2003, the department plans to open a second satellite office in the Bayview-Hunters Point district. These two offices provide access to the two largest caseload populations in the City. Established as part of an inter-departmental collaborative with the Department of Human Services, the State Employment Development Department, and the Department of Veterans Affairs, the Mission District office provides a “one stop” support site for the community. The Bayview-Hunters Point office will provide similar services. Both offices will open child support cases, research inquiries, and resolve paternity and payment issues.

Improving Technical Support for CASES Consortium

- ◆ In 2001-2002, 34 California counties began operating under San Francisco’s CASES child support automation system, which is integrated with the State Health and Human Services Data Center central computer system. In 2002-2003, two additional counties enter the CASES Consortium—Lassen and Nevada, resulting in more efficient support for the partners in the system. In 2002-2003, the state will rely more heavily on the CASES Consortium to provide current data management and to test innovative automated solutions.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Child Support Services				
Establish child support orders				
♦ San Francisco orders established as a percentage of cases needing an order	87.4%	90.0%	88.5%	89.0%
♦ Statewide orders established as a percentage of cases needing an order	71.9%	n/a	n/a	72.0%
♦ CASES counties orders established as a percentage of cases needing an order	75.9%	n/a	n/a	76.0%
Establish paternity for children born out of wedlock in the county				
♦ Percentage of cases in San Francisco with paternity established for children born out of wedlock in the prior year	85.9%	80.0%	87.0%	87.0%
♦ Percentage of cases statewide with paternity established for children born out of wedlock in the prior year	68.0%	n/a	n/a	75.0%
♦ Percentage of cases in CASES counties cases with paternity established for children born out of wedlock in the prior year	70.8%	n/a	n/a	75.0%
Increase economic self-sufficiency of single parent families				
♦ Amount of child support collected, in millions	\$34.0	n/a	\$35.2	\$37.0
♦ Amount of child support collected per dollar expended in collection efforts	\$2.80	\$3.10	\$2.90	\$2.95
♦ San Francisco current collections as a percentage of current support owed	57.8%	65.0%	59.0%	60.0%
♦ Statewide current collections as a percentage of current support owed	40.1%	n/a	n/a	45.0%
♦ CASES counties current collections as a percentage of current support owed	49.9%	n/a	n/a	55.0%
♦ San Francisco cases with collections on arrears as a percentage of cases with arrears owed	61.8%	65.0%	62.0%	65.0%
♦ Statewide cases with collections on arrears as a percentage of cases with arrears owed	56.3%	n/a	n/a	60.0%
♦ CASES counties cases with collections on arrears as a percentage of cases with arrears owed	61.6%	n/a	n/a	62.0%
Provide effective services to clients				
♦ Number of children in San Francisco caseload	37,122	n/a	36,305	37,250
♦ Number of children in CASES counties caseload	619,099	n/a	644,606	660,721

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	139.38	150.75	140.40	(10.35)
Net Operating Positions	139.38	150.75	140.40	(10.35)
SOURCES				
Use Of Money Or Property	247,795	210,000	210,000	0
Intergovernmental Revenue - Federal	17,319,337	24,850,736	0	(24,850,736)
Intergovernmental Revenue - State	0	0	26,061,058	26,061,058
Intergovernmental Revenue - Other	414	0	0	0
Charges For Services	8,634	3,000	3,000	0
Other Revenues	(17,064)	0	0	0
Fund Balance	866,276	0	0	0
Sources Total	18,425,392	25,063,736	26,274,058	1,210,322
USES-OPERATING EXPENDITURES				
Salaries And Wages	6,772,053	9,052,446	8,970,047	(82,399)
Fringe Benefits	1,699,879	2,258,032	2,020,095	(237,937)
Overhead	264,452	246,242	233,831	(12,411)
Professional & Contractual Services	8,506,423	11,971,258	13,664,130	1,692,872
Materials And Supplies	344,935	453,200	355,632	(97,568)
Equipment	25,044	61,000	45,964	(15,036)
Services Of Other Departments	812,606	1,021,558	984,359	(37,199)
Uses-operating Expenditure Total	18,425,392	25,063,736	26,274,058	1,210,322
EXPENDITURE BY PROGRAM RECAP				
Cases Consortium	7,623,861	11,349,353	12,989,059	1,639,706
Child Support Services	10,801,531	13,714,383	13,284,999	(429,384)
Expenditure By Program Recap Total	18,425,392	25,063,736	26,274,058	1,210,322

CHILDREN AND FAMILIES COMMISSION

Mission The mission of the San Francisco Children and Families Commission is to ensure the opportunity for optimal health and development in the first five years of life for every child born and raised in San Francisco.

Services The Children and Families Commission prioritizes four focus areas for services: early care and education (child development), child and family health, family support and parent education, and children and families needing enhanced services.

For more information, call (415) 934-4854.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$9,950,191	\$8,273,810	\$7,668,047	(\$605,763)	(7.32%)
Total FTE	8.13	8.88	9.25	0.37	4.17%

Budget Issues and Details

Continuing Support for San Francisco's Young Children and Families

- ◆ The Children and Families Act of 1998 (Proposition 10) generates revenue from taxes on tobacco products for expenditure by the San Francisco Children and Families Commission, which is placed in a special fund and governed by the commission. State law grants expenditure authority of this fund to the commission only; neither the Mayor nor the Board of Supervisors has oversight of the fund. The commission's expenditures are administered through the City's accounting system and their budget is provided here for public access.
- ◆ Fulfilling the commission's mission requires a commitment to support young children and their families, from prenatal to five years of age through abundant opportunities to be healthy, learn, and grow. The commission hopes to expand local resources so that children will reach their full potential and that families will be empowered to become engaged civic partners with the commission for the continued development of young children.
- ◆ In June 2000, the commission released its strategic plan, which serves as a blueprint for the commission's efforts. The strategic plan was readopted for 2001-2002. Efforts are currently underway to update the plan for 2002-2003.

Beginning New Initiatives for Children's Health and Family Wellness

- ◆ In 2002-2003, the commission will begin supporting Healthy Kids, a health insurance program for low- and moderate-income children who are not eligible for other health insurance programs. The commission will also fund two pilot projects: a multidisciplinary developmental assessment center and sustainable treatment and preventive care resources for children's dental services.
- ◆ The commission will continue its priority for family support and parent education programs. To reach this goal, the commission will implement an innovative parent ambassadors program, which will train parents as outreach and information specialists for their parenting peers. The commission will also fund programs to increase the quality and quantity of family support services in needy and underserved communities.

Expanding Commitment to Educational Enrichment Programs

- ◆ The commission, with special funding from the California Children and Families Commission and in partnership with the San Francisco Unified School District, will implement a new School Readiness Initiative in the coming year. The initiative will develop programs to enhance children's readiness for school, schools' readiness for children, and family and community services contributing to children's readiness for school. The initial target elementary schools are Cesar Chavez, Charles Drew, Golden Gate, Starr King, and John Muir.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Children And Families				
Ensure that San Francisco's children have adequate health care				
♦ Number of children age 0-5 who are uninsured	n/a	n/a	2,700	1,600
Provide high quality child care for San Francisco's children				
♦ Number of child care workers who participate in high quality and culturally appropriate training	654	n/a	650	650

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	8.13	8.88	9.25	0.37
Net Operating Positions	8.13	8.88	9.25	0.37
SOURCES				
Use Of Money Or Property	874,437	0	0	0
Intergovernmental Revenue - State	8,491,270	8,273,810	7,668,047	(605,763)
Other Revenues	90,000	0	0	0
Fund Balance	494,484	0	0	0
Sources Total	9,950,191	8,273,810	7,668,047	(605,763)
USES-OPERATING EXPENDITURES				
Salaries And Wages	237,822	535,889	600,005	64,116
Fringe Benefits	61,157	115,562	136,155	20,593
Professional & Contractual Services	76,956	900,000	190,000	(710,000)
Aid Assistance	1,503,798	6,618,367	5,814,520	(803,847)
Materials And Supplies	15,478	0	0	0
Equipment	6,945	0	0	0
Services Of Other Departments	48,035	103,992	927,367	823,375
Budgetary Reserves	8,000,000	0	0	0
Uses-operating Expenditure Total	9,950,191	8,273,810	7,668,047	(605,763)
EXPENDITURE BY PROGRAM RECAP				
Children And Families	9,950,191	8,273,810	7,668,047	(605,763)
Expenditure By Program Recap Total	9,950,191	8,273,810	7,668,047	(605,763)

CHILDREN, YOUTH AND THEIR FAMILIES

Mission The mission of the Department of Children, Youth and Their Families (DCYF) is to bring together parents, youth, neighborhoods, city leaders, agencies, schools, and the business and nonprofit communities to build the capacity of city neighborhoods to promote the healthy development of San Francisco's children.

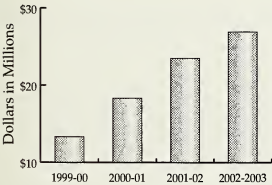
Services The department supports more than 200 programs at community-based organizations and city departments to deliver academic support, youth employment, early childhood education, family support, and health and wellness services.

For more information, call (415) 554-8990.

Budget Data Summary

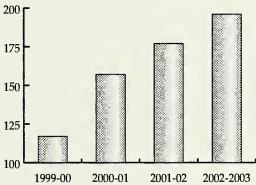
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$30,763,733	\$37,289,932	\$43,929,447	\$6,639,515	17.81%
Total FTE	27.68	33.07	36.03	2.96	8.95%

Children's Fund



The Children's Fund, guaranteed by Proposition D, has grown considerably in recent years. In the coming year, the fund will provide over \$26 million in dedicated funding for children- and youth-focused programs.

Number of CBOs Funded



Through growth in both the Children's Fund and General Fund allocations, DCYF has increasingly contracted out services to local Community Based Organizations (CBOs). Through these contracts, DCYF has been able to reach a greater portion of San Francisco's children and youth.

Budget Issues and Details

Increasing San Franciscans' Commitment to Children and Youth

- ◆ Through prudent fiscal management and increased revenue from Proposition D (the Children's Fund), DCYF has increased its Request For Proposals (RFP) allocation.

tion by more than \$3 million in 2002-2003. More than \$19 million of the Children's Fund will be allocated directly to community-based organizations and city-administered programs to serve San Francisco's children, youth, and their families. The department will work to meet this commitment through the RFP process, which includes a 50+ member citizen review team.

Maintaining Youth and Children's Services

- ◆ The department is committed to providing stable and supportive services to its clients and will continue to fund its major service initiatives at 2001-2002 levels.
- ◆ In 2002-2003, more than 10,000 youth will have access to school-based Wellness Centers at seven high schools throughout San Francisco through an integrated partnership with the San Francisco Unified School District and the Department of Public Health. The holistic Wellness Center model addresses the needs of youth and schools by adding enhanced healthcare coordination, mental-health services, and substance abuse services at each school. Wellness Centers are funded through both the Children's Fund and the General Fund for a total of \$1.4 million in 2002-2003.
- ◆ The department will maintain its commitment to youth employment in 2002-2003 by dedicating \$1.3 million to programs that provide youth with quality work experiences. Furthermore, DCYF has made youth employment a priority for its current RFP cycle in response to significant community concerns regarding the lack of youth job opportunities. The department is also engaging the San Francisco Unified School District and the Private Industry Council in a partnership to gain a better understanding of San Francisco's overall current investment in youth employment and to develop a comprehensive plan to increase and improve youth employment opportunities.

Continuing to Support the County Education Office's Athletic and Cultural Programs

- ◆ In 2002-2003, San Francisco will contribute more than \$2.5 million from the General Fund for athletic, arts, and cultural programs. The City will continue to provide \$1,056,000 for school-based, organized, competitive athletics. The music education program will receive \$600,000 to develop students' ability to read, play, and appreciate music and to maintain and repair band and orchestra instruments. The budget also provides \$907,000 in funding for elementary cultural field trips and arts programs, which continue to be threatened by San Francisco Unified School District budget cuts.

Creating a New Funding Process for Existing Children's Services

- ◆ In the coming year, DCYF will set aside \$1 million to fund a new RFP cycle for services currently funded through the Board of Supervisors' add-backs and Mayor's Office add-ins. Community-based organizations will be invited to submit proposals to continue providing these existing children's and youth services.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Children's Baseline				
Increase the quality and accessibility of child care				
◆ Number of child care slots created, enhanced, or preserved through the Child Care Facilities Fund	2,092	764	893	700
◆ Number of family child care home providers and centers that receive training	562	927	800	1,200
Support the health of children and youth				
◆ Number of meals delivered to eligible children and youth through the Summer Food Program	163,710	175,000	154,126	163,888
◆ Number of adolescents with access to school wellness centers	1,826	12,105	10,667	10,667
Children's Fund Programs				
Improve accountability and the quality of services for children, youth, and their families				
◆ Percentage of Children's Fund Grant recipients who fulfill their work plan objectives	n/a	85%	85%	87%
◆ Percentage of programs with signed contracts that receive a programmatic and fiscal review by DCYF staff within the first six months of the contract	92%	92%	92%	94%
Improve the well-being of San Francisco children, youth, and their families				
◆ Number of children, youth, and their families served through projects funded by the Children's Fund	79,340	83,500	79,069	79,069
Children's Svcs - Non-Children's Fund				
Support children's and youth's contributions to the vitality of San Francisco				
◆ Number of YouthWorks participants who receive job training	588	530	500	500

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	<u>Proposed vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	27.68	33.07	36.03	2.96
Net Operating Positions	27.68	33.07	36.03	2.96
SOURCES				
Local Taxes	19,795,340	23,538,762	26,883,000	3,344,238
Use Of Money Or Property	228,799	169,030	108,000	(61,030)
Intergovernmental Revenue - Federal	694,595	1,090,000	670,000	(420,000)
Intergovernmental Revenue - State	170,961	164,735	195,000	30,265
Charges For Services	0	0	90,500	90,500
Other Revenues	7,500	0	1,000,000	1,000,000
Expenditure Recovery	1,493,001	1,410,314	1,662,172	251,858
Fund Balance	0	0	4,708,277	4,708,277
General Fund Support	8,373,537	10,917,091	8,612,498	(2,304,593)
Sources Total	30,763,733	37,289,932	43,929,447	6,639,515
USES-OPERATING EXPENDITURES				
Salaries And Wages	1,573,421	2,046,273	2,373,051	326,778
Fringe Benefits	351,360	506,523	531,288	24,765
Professional & Contractual Services	4,193,651	5,050,001	7,280,912	2,230,911
Aid Assistance	19,732,181	26,351,899	26,394,262	42,363
Materials And Supplies	76,782	95,258	90,313	(4,945)
Equipment	40,333	0	0	0
Services Of Other Departments	2,839,639	3,239,978	7,259,621	4,019,643
Budgetary Reserves	1,956,366	0	0	0
Uses-operating Expenditure Total	30,763,733	37,289,932	43,929,447	6,639,515
EXPENDITURE BY PROGRAM RECAP				
Children's Baseline	8,020,659	11,239,491	10,154,361	(1,085,130)
Children's Fund Programs	20,202,600	23,872,527	31,894,277	8,021,750
Children's Svcs - Non-Children's Fund	2,540,474	2,177,914	1,880,809	(297,105)
Expenditure By Program Recap Total	30,763,733	37,289,932	43,929,447	6,639,515

CITY ATTORNEY

Mission The mission of the City Attorney is to provide the highest quality legal services possible to the Mayor's Office, Board of Supervisors, San Francisco Unified School District, and to the departments, boards, and commissions of the City and County of San Francisco.

Services In the accomplishment of its mission, the City Attorney's Office provides advice and counsel to every functional unit of local government. This office drafts and reviews legislation, contracts, and other legal documents; represents the City and County of San Francisco in civil legal proceedings; defends the validity of locally-enacted laws and the administrative actions of city officials; and protects city residents and neighborhoods by enforcing existing building, health, and public safety codes.

For more information, call (415) 554-4700.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$45,654,741	\$45,324,120	\$47,017,911	\$1,693,791	3.74%
Total FTE	246.79	243.04	239.78	(3.26)	(1.34%)

Budget Issues and Details

Establishing Neighborhood and Community Services

- ◆ The operating budget for 2002-2003 reflects this office's commitment to respond to the needs of the City's residents. The new Neighborhood and Community Services Division will coordinate the activities of legal teams to provide services that directly impact residents of San Francisco.

Expanding Active Code Enforcement

- ◆ The office will continue to improve the livability of the City's neighborhoods. The Code Enforcement Task Force will expand and provide additional investigative and litigation support to city departments charged with the responsibility of enforcing local building, health, and public safety codes.

Focusing on Affirmative Litigation

The Affirmative Litigation Program has advanced important public policy initiatives established by the Mayor and Board of Supervisors in a cost-effective manner. In 2002-2003, the program will continue to focus on the following issues:

- ◆ Exposing and eliminating unscrupulous business practices of energy conglomerates, including litigation against energy producers for price fixing, and against Pacific Gas & Electric Corporation for wrongfully siphoning money from subsidiaries;
- ◆ The protection of city interests in Pacific Gas & Electric's bankruptcy proceedings. (Pacific Gas & Electric's potential reorganization may potentially cost San Francisco's residents and businesses billions of dollars over the next decade);
- ◆ The protection of all San Franciscans, especially children, from the harm caused by lead paint and other environmental hazards; and
- ◆ The national effort to force gun manufacturers to change their distribution practices and to make their products safer.

Maximizing Revenue Collection

- ◆ Given the current financial environment, every effort must be made to maximize the collection of fees and revenues that are owed to the City. The new Revenue Collection Task Force will assist city departments in setting fees appropriately and collecting revenues from taxes, damage to city property, workers' compensation subrogation, and other sources.

Negotiating Collective Bargaining Agreements

- ◆ By June 30, 2003, the City must renegotiate 47 memoranda of understanding, which define the terms of employment for more than 31,000 city employees. Given the complexity of the negotiations, and the potential interest arbitration and litigation, anticipated costs associated with the involvement of staff attorneys will be approximately \$1 million.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Claims				
Limit the financial liability of the City and County of San Francisco through the efficient management of personal injury and property damage claims				
♦ Average number of days from claim filing to final disposition	212	191	95	95
♦ Percent of claims denied	64%	66%	53%	53%
♦ Percent of claims settled	36%	34%	47%	47%
♦ Average settlement amount per claim	\$2,296	\$2,094	\$2,498	\$2,498

Legal Initiatives

Represent the City and County of San Francisco in civil litigation of critical importance to the welfare of the citizens of San Francisco, and the administration of local government				
♦ Average cost per tort litigation case	\$21,065	\$19,154	\$18,084	\$19,105
♦ Value of judgments/settlements against the City, in millions	\$150.2	\$16.6	\$12.6	\$12.6

Legal Service

Draft legislation, at the request of the Board of Supervisors, which expresses the desired policies of the City and County of San Francisco and is legally valid				
♦ Number of pieces of legislation drafted	77	56	114	114
♦ Average cost per piece of legislation drafted	\$6,180	\$4,354	\$2,997	\$3,148
Provide advice and counsel to the Mayor, Board of Supervisors, and City departments and commissions, on legal issues of importance to the administration of local government				
♦ Number of hours required to respond to requests for general advice and counsel	126,995	123,286	143,438	143,438
♦ Total cost of responses to requests for general advice and counsel, in millions	\$19.4	\$19.6	\$25.6	\$26.9
Provide legal services to client departments which meet client expectations for quality				
♦ Percent of client departments who rate the office's legal services as of the highest quality	95%	n/a	95%	95%
♦ Percent of client departments who express satisfaction with the office's billing process	55%	n/a	75%	80%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 Actual	2001-2002 Revised	2002-2003 Proposed	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	332.74	327.79	324.53	(3.26)
Non-operating Positions (funded By Capital/other)	(85.95)	(84.75)	(84.75)	0.00
Net Operating Positions	246.79	243.04	239.78	(3.26)

SOURCES

Charges For Services	4,446,846	508,673	0	(508,673)
Other Revenues	(146,429)	0	0	0
Expenditure Recovery	33,155,171	35,150,363	37,460,596	2,310,233
Fund Balance	484,953	0	0	0
Departmental Transfer Adjustment	1,033,671	750,000	0	(750,000)
General Fund Support	6,680,529	8,915,084	9,557,315	642,231
Sources Total	45,654,741	45,324,120	47,017,911	1,693,791

USES-OPERATING EXPENDITURES

Salaries And Wages	28,796,619	29,199,547	31,381,640	2,182,093
Fringe Benefits	6,162,962	6,290,840	6,230,695	(60,145)
Professional & Contractual Services	9,294,411	6,814,242	6,058,936	(755,306)
Materials And Supplies	230,016	197,320	197,320	0
Equipment	283,470	232,278	574,867	342,589
Services Of Other Departments	887,263	2,589,893	2,574,453	(15,440)
Uses-operating Expenditure Total	45,654,741	45,324,120	47,017,911	1,693,791

EXPENDITURE BY PROGRAM RECAP

Claims	1,905,325	4,284,261	4,410,085	125,824
Legal Initiatives	484,953	1,901,414	1,700,000	(201,414)
Legal Service	43,264,463	39,138,445	40,907,826	1,769,381
Expenditure By Program Recap Total	45,654,741	45,324,120	47,017,911	1,693,791

CITY PLANNING

Mission

The mission of the City Planning Department is to guide the orderly and prudent use of land (in both the natural and built environment) and to improve the quality of life and embrace the diverse perspectives of those who live in, work in, and visit San Francisco.

Services

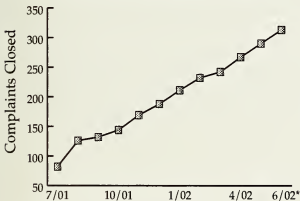
The Planning Department provides services in neighborhood planning, environmental review, public information, citywide policy analysis, and special projects.

For more information, call (415) 558-6377.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$12,066,502	\$14,929,752	\$12,781,175	(\$2,148,577)	(14.39%)
Total FTE	128.46	135.16	133.84	(1.32)	(0.98%)

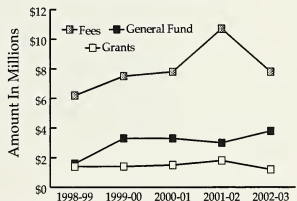
Planning Enforcement Team Activity



The Planning Department's enforcement team had a very successful inaugural year, closing an increased number of complaints each month of fiscal year 2001-2002. The team has set even higher goals for closing complaints in 2002-2003.

*Projected.

Department Revenues



Revenue from Planning Department permit fees is projected to decrease in 2002-2003, reflecting the changed economy. The General Fund will assume a larger share of the department's costs as a result of the decrease in fees.

Budget Issues and Details

Continuing Community Planning Efforts

- ◆ In 2001-2002, the department began extensive community planning in five of San Francisco's eastern neighborhoods: the Mission District, South of Market, Bayview, Visitation Valley, and Showplace/Potrero Hill. The department instituted a series of

community workshops to interact with these neighborhoods and gain input about replacing temporary zoning controls with permanent controls to govern land use in the area. In 2002-2003, the department will continue to meet with these communities and use information gathered from the community to create policies and procedures to guide future development in each of the neighborhoods.

Completing the Better Neighborhoods Program

- ◆ The Planning Department will complete the first segment of its Better Neighborhoods program in 2002-2003. Initiated in 2000-2001, Better Neighborhoods focuses on three areas: the Upper Market corridor, the Central Waterfront, and Balboa Park. Under the program, the department studies transportation, economic, and urban design issues in these neighborhoods. Using information from these studies, the department has developed draft plans to guide building design, building density, and zoning in the neighborhoods. In 2002-2003, the department will begin the transition from plan development to implementation. Work will include continuing public review of the draft plans, as well as beginning an environmental review of the plans. After concluding its environmental review, the department will send the plans to the Planning Commission for certification and then forward them to the Board of Supervisors for consideration and adoption.

Focusing on Enforcement

- ◆ Code enforcement remains a high priority for the Planning Department in 2002-2003. The 2001-2002 budget included funding to allow the department to create a four-member team fully dedicated to code enforcement. Since its inception, the team has dealt with a backlog of hundreds of pending violation complaints and has received and responded to an average of 10 to 12 new complaints each week. In 2002-2003, the team will continue to refine its approach to enforcement in each of the City's neighborhoods, focusing on the issues unique to that neighborhood, including enforcement of regulations governing advertising signs and residential use issues.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Current Planning				
Streamline permit and application review services				
♦ Percentage of all building permits reviewed within five days	50%	80%	50%	60%
♦ Percentage of all variance applications decided within 90 days	75%	80%	75%	60%
♦ Percentage of conditional uses and other applications requiring Commission action brought to hearing within 90 days	35%	80%	40%	60%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	131.46	138.16	137.84	(0.32)
Non-operating Positions (funded By Capital/other)	(3.00)	(3.00)	(4.00)	(1.00)
Net Operating Positions	128.46	135.16	133.84	(1.32)
SOURCES				
Intergovernmental Revenue - Federal	23,494	77,000	0	(77,000)
Intergovernmental Revenue - State	0	150,000	200,000	50,000
Intergovernmental Revenue - Other	319,423	553,549	157,029	(396,520)
Charges For Services	10,498,744	10,360,798	8,210,798	(2,150,000)
Expenditure Recovery	505,640	784,194	415,624	(368,570)
General Fund Support	719,201	3,004,211	3,797,724	793,513
Sources Total	12,066,502	14,929,752	12,781,175	(2,148,577)
USES-OPERATING EXPENDITURES				
Salaries And Wages	7,819,949	9,327,893	9,566,655	238,762
Fringe Benefits	1,776,995	2,215,690	2,086,439	(129,251)
Overhead	0	60,674	0	(60,674)
Professional & Contractual Services	1,407,545	2,007,960	407,581	(1,600,379)
Materials And Supplies	98,896	64,300	141,190	76,890
Equipment	113,191	526,000	50,000	(476,000)
Services Of Other Departments	560,295	539,356	315,879	(223,477)
Transfers Out	187,879	187,879	213,431	25,552
Budgetary Reserves	101,752	0	0	0
Uses-operating Expenditure Total	12,066,502	14,929,752	12,781,175	(2,148,577)
EXPENDITURE BY PROGRAM RECAP				
Administration	2,594,062	3,331,900	2,922,527	(409,373)
Current Planning	6,177,870	7,984,119	7,607,296	(376,823)
Long Range Planning	3,294,570	3,613,733	2,251,352	(1,362,381)
Expenditure By Program Recap Total	12,066,502	14,929,752	12,781,175	(2,148,577)

CIVIL SERVICE COMMISSION

Mission The mission of the Civil Service Commission is to establish, ensure, and maintain an equitable and credible merit system for public service employment for the citizens of San Francisco. The commission's goal is to consistently provide the best-qualified candidates for public service in a timely and cost-effective manner.

Services The commission establishes rules, regulations, and policies on public employment; hears appeals of the decisions of the Human Resources Director; provides training and education of the merit system; and monitors and audits the operation of the merit system through inspection services. The commission also conducts surveys, sets salaries for elected officials, provides outreach, information and notification of the Catastrophic Illness Program, and administers the City's Employee Relations Ordinance.

For more information, call (415) 252-3247.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$649,353	\$755,258	\$702,261	(\$52,997)	(7.02%)
Total FTE	7.04	6.81	6.50	(0.31)	(4.55%)

Budget Issues and Details

Modernizing and Strengthening Operation of the Merit System

- ◆ In 2002-2003, the Civil Service Commission will continue its efforts to streamline rules, policies, and procedures for merit-system activities, such as recruitment, examination, certification, and appointment; to increase permanent civil-service hiring; and to decrease provisional hiring. It will also increase outreach, departmental, and employee organization training sessions and enhance customer service efforts to provide greater access to its rules, activities, and actions through printed and online materials. Appeals processing and resolution and other disputes will be streamlined by revising personnel services contract review procedures and updating procedures to reflect state mandates. Additionally, the commission will develop and implement procedures to conduct audits and inspect adherence to the merit system provisions.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Civil Service Commission				
Support Commission in resolving civil service issues				
♦ Percentage of appeals and requests for hearings processed within seven days	90%	90%	90%	90%
♦ Percentage of appeals resolved and forwarded to the commission in the fiscal year	69%	60%	60%	60%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	7.04	6.81	6.50	(0.31)
Net Operating Positions	7.04	6.81	6.50	(0.31)
REVENUES				
Expenditure Recovery	76,484	90,530	0	(90,530)
General Fund Support	572,869	664,728	702,261	37,533
Revenue Total	649,353	755,258	702,261	(52,997)
USES-OPERATING EXPENDITURES				
Salaries And Wages	445,811	486,748	467,305	(19,443)
Fringe Benefits	106,961	114,495	98,174	(16,321)
Professional & Contractual Services	31,784	78,344	75,633	(2,711)
Materials And Supplies	13,759	7,654	6,654	(1,000)
Services Of Other Departments	51,038	68,017	54,495	(13,522)
Uses-operating Expenditure Total	649,353	755,258	702,261	(52,997)
EXPENDITURE BY PROGRAM RECAP				
Civil Service Commission	649,353	755,258	702,261	(52,997)
Expenditure By Program Recap Total	649,353	755,258	702,261	(52,997)

CONTROLLER

Mission

The mission of the Controller's Office is to ensure the City's financial integrity and to promote efficient, effective, and accountable government. The office strives to be a model for good government and to make the City a better place.

Services

The Controller's Office processes the City's budget, projects and certifies city revenues, develops and maintains financial information systems, conducts financial and performance audits, prepares and distributes paychecks to all city employees, and assists departments with implementation of performance management and citywide projects.

For more information, call (415) 554-7500.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$21,782,693	\$22,845,932	\$23,296,807	\$450,875	1.97%
Total FTE	159.41	155.89	155.67	(0.22)	(0.14%)

Budget Issues and Details

Improving Citywide Efficiency

- ◆ In 2002-2003, the Controller's Office will focus on improving the efficiency and effectiveness of existing operations, processes, and services not only within the department, but also citywide through services provided to other city departments. The services, recommendations, and implementation assistance provided by the City Projects, Performance Audits, and Financial Audits units of the Controller's Office will ideally result in the realization of long-term citywide savings.

Continuing City Projects Team

- ◆ The City Projects Team was created in 2000-2001 to increase efficiency in a wide variety of city services. The team implements performance audit findings, as well as projects to improve the City's systems, processes, and services to the public. During 2001-2002, the team's major projects included: (1) creating a city vehicle pool for use by city departments in the Mission/Otis Streets area, which will allow the City to manage its resources more efficiently, reduce the total number of vehicles by 15 percent and replace at least 30 percent of the vehicles with alternative-fuel vehicles; (2) developing of a code of professional conduct for the Department of Building Inspection, as recommended in a recent performance audit; (3) analyzing energy and cost savings that the Housing Authority could realize through replacing inefficient refrigerators in public housing; (4) evaluating the

purchase of information technology products and services through the City's Computer Store managed by the Committee on Information Technology (COIT), as well as collaborating with COIT on improving its bid process for these services; and (5) analyzing financial information, Charter amendments, and a wide variety of other issues, as requested by the Mayor and Board of Supervisors. The 2002-2003 budget assumes continued operation of this innovative and effective team-based function.

Implementing New Accounting Standards and New Financial Reporting Requirements

- ◆ During 2001-2002, the City implemented a new Governmental Accounting Standards Board regulation referred to as GASB Statement #34. The key change is a new reporting model that will make government financial statements more clear and understandable for citizens, oversight bodies, investors, and creditors. The model will provide an analysis of the government's financial performance for the year and its financial position at year end, as well as inform readers about the cost of specific functions and the extent to which they are financed with program revenues. To achieve compliance with this model, the Controller's Office began phased implementation of the Fixed Asset Accounting Control System for non-enterprise fund departments and will continue to implement the new standards in 2002-2003.

Enhancing Citywide Business Processes and Information

- ◆ In 2002-2003, as part of a citywide, web-based reporting initiative in collaboration with the Department of Telecommunications and Information Services, the Controller's Office will research and pilot a transition to web-based technology to enable departments to quickly access payroll information online and reduce the need for report printing and manual distribution.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Accounting Operations And Systems				
Ensure accurate and appropriate accounting procedures				
♦ Percentage of city departments who receive "post-audit" of accounting transactions by the Controller's office	100%	100%	100%	100%
♦ Number of findings of material and significant weakness in annual City audit	1	n/a	1	0
Provide timely, accurate accounting/financial transactions				
♦ Percentage of documents for Controller approval processed within five days	98%	n/a	90%	90%
Provide timely, accurate reporting that supports the City's financial integrity				
♦ City receives certificate of achievement for excellence in financial reporting from Government Finance Officers Association	Yes	Yes	Yes	Yes
Audits				
Obtain departments' acceptance and implementation of audit recommendations				
♦ Percentage of audit recommendations from previous year that are implemented	38%	75%	55%	55%
♦ Percentage of audit recommendations from two years ago that are implemented	n/a	85%	80%	80%
Management, Budget And Analysis				
Provide accurate, timely information to support fiscal planning				
♦ Percentage by which actual revenues exceed mid-year estimates	1.46%	2.00%	2.00%	2.00%
Provide effective service to City departments to improve their operations				
♦ Percentage of client department ratings that are "good" or "excellent"	93%	n/a	90%	90%
Provide performance measurement and reporting for City services				
♦ Percentage of budgeted programs with measures	52%	n/a	70%	90%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	159.41	155.89	155.67	(0.22)
Net Operating Positions	159.41	155.89	155.67	(0.22)
SOURCES				
Intergovernmental Revenue - State	105,637	100,000	100,000	0
Charges For Services	259,617	258,700	231,264	(27,436)
Other Revenues	505,177	0	0	0
Expenditure Recovery	1,868,441	1,917,061	2,294,751	377,690
General Fund Support	19,043,821	20,570,171	20,670,792	100,621
Sources Total	21,782,693	22,845,932	23,296,807	450,875
USES-OPERATING EXPENDITURES				
Salaries And Wages	8,860,847	10,802,351	10,922,633	120,282
Fringe Benefits	2,086,931	2,565,246	2,377,877	(187,369)
Professional & Contractual Services	2,890,764	2,118,893	1,873,874	(245,019)
Materials And Supplies	989,857	325,683	300,683	(25,000)
Services Of Other Departments	6,954,294	7,033,759	7,821,740	787,981
Uses-operating Expenditure Total	21,782,693	22,845,932	23,296,807	450,875
EXPENDITURE BY PROGRAM RECAP				
Accounting Operations And Systems	9,912,938	10,307,104	10,686,722	379,618
Audits	1,583,379	2,474,515	2,116,558	(357,957)
Management, Budget And Analysis	4,163,497	4,333,381	4,328,083	(5,298)
Payroll And Personnel Services	6,122,879	5,730,932	6,165,444	434,512
Expenditure By Program Recap Total	21,782,693	22,845,932	23,296,807	450,875

COUNTY EDUCATION OFFICE

In 2002-2003, funding for programs and services at the County Education Office will be moved to the Department of Children, Youth and Their Families, which will administer the funds in conjunction with the San Francisco Unified School District. Overall athletics and cultural programs offered to San Francisco's children and youth will remain the same.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$64,279	\$65,932	\$67,624	\$1,692	2.57%
Total FTE	1	1	1	0.00	0.00%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	11.00	11.00	11.00	0.00
Non-operating Positions (funded By Capital/other)	(10.00)	(10.00)	(10.00)	0.00
Net Operating Positions	1.00	1.00	1.00	0.00
REVENUES				
General Fund Support	64,279	65,932	67,624	1,692
Revenues Total	64,279	65,932	67,624	1,692
USES-OPERATING EXPENDITURES				
Salaries And Wages	51,930	53,012	54,344	1,332
Fringe Benefits	12,349	12,920	13,280	360
Uses-operating Expenditure Total	64,279	65,932	67,624	1,692
EXPENDITURE BY PROGRAM RECAP				
County Education Services	64,279	65,932	67,624	1,692
Expenditure By Program Recap Total	64,279	65,932	67,624	1,692

DISTRICT ATTORNEY

Mission The mission of the District Attorney's Office is to conduct all prosecutions for public offenses to ensure the highest quality and quantity of justice for all of San Francisco's citizens and to sponsor projects that further the goal of public safety.

Service The District Attorney's Office reviews and prosecutes criminal acts in the City and County of San Francisco through the Felony and Misdemeanor Trial divisions, maintains a Bureau of Criminal Investigation, and administers ancillary criminal justice programs.

For more information, call (415) 553-1752.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$28,117,185	\$29,314,410	\$29,246,091	(\$68,319)	(0.23%)
Total FTE	272.37	268.29	254.68	(13.61)	(5.07%)

Budget Issues and Details

Maintaining Increased Level of Commitment to Victim/Witness Services

- ◆ In 2002-2003, the District Attorney will continue to provide a high level of service to victims and witnesses of violent crimes. The City is committed to providing comprehensive support to every victim and witness of violent crime throughout the criminal justice process. The department's 2001-2002 budget included a new investigator to manage the newly created Witness Protection and Relocation Program. Through this new program, the District Attorney met the rising demand for witness protection, placing twice as many people into protection programs as in the prior fiscal year. In 2002-2003, the department intends to maintain this level of protection for victims and witnesses of violent crimes so that it may more effectively prosecute violent criminals.

Maximizing Funding

- ◆ The District Attorney continues to pursue new revenue sources to augment existing programs. The department's active grant-writing unit is pursuing several grants for 2002-2003, including funding for domestic violence prevention, outreach to communities of color, and prevention and prosecution of juvenile gun violence. In addition to writing grants, the department continues to actively track and collect reimbursement for services mandated by the state. In fiscal year 2000-2001, the department collected more than \$1 million in new revenue as a result of its revenue maximization efforts.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Family Violence Program				
Assist victims in recovering from the aftermath of crime				
♦ Number of hours of staff time dedicated to outreach and services for hard-to-reach ethnic populations and elderly victims	n/a	n/a	2,760	2,000
♦ Number of victims requesting court accompaniment who are provided the service	n/a	n/a	840	800
♦ Number of victims receiving compensation for losses as a result of a crime	1,749	1,900	1,984	1,900
Felony Prosecution				
Handle all investigations and prosecutions in an efficient, timely manner				
♦ Percentage of criminal investigations completed by due date	90%	95%	90%	85%
Vertically prosecute all offenders in high priority, victim-sensitive cases				
♦ Percentage of domestic violence offenders vertically prosecuted	100%	100%	100%	100%
♦ Percentage of all hate crime offenders vertically prosecuted	100%	100%	100%	100%
♦ Percentage of all elder abuse offenders vertically prosecuted	60%	60%	60%	60%
Misdemeanor Prosecution				
Efficiently handle misdemeanor cases				
♦ Percentage of newly filed misdemeanor cases disposed within two weeks of arraignment	38%	40%	40%	40%
Work Orders & Grants				
Promote a community-based approach to public safety which blends the effective use of community education, prevention, and treatment				
♦ Number of cases referred to Community Court	n/a	432	566	800
♦ Number of cases diverted to community-based treatment/education/service programs	7,302	8,103	8,700	10,120
♦ Number of individuals successfully completing the first offender and early offender prostitution programs	590	n/a	500	650

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	273.97	269.63	258.02	(11.61)
Non-operating Positions (funded By Capital/other)	(1.60)	(1.34)	(3.34)	(2.00)
Net Operating Positions	272.37	268.29	254.68	(13.61)
SOURCES				
Licenses And Fines	19,313	250,000	200,000	(50,000)
Use Of Money Or Property	119,460	0	0	0
Intergovernmental Revenue - Federal	777,765	600,188	753,445	153,257
Intergovernmental Revenue - State	3,993,598	4,319,612	4,108,895	(210,717)
Charges For Services	846,464	914,639	903,036	(11,603)
Other Revenues	(17,863)	0	0	0
Expenditure Recovery	2,645,613	3,104,404	3,055,016	(49,388)
Fund Balance	166,414	0	0	0
General Fund Support	19,566,421	20,125,567	20,225,699	100,132
Sources Total	28,117,185	29,314,410	29,246,091	(68,319)
USES-OPERATING EXPENDITURES				
Salaries And Wages	20,365,594	21,587,690	22,392,167	804,477
Fringe Benefits	4,625,560	4,775,349	4,299,787	(475,562)
Professional & Contractual Services	1,564,305	1,850,102	1,370,542	(479,560)
Materials And Supplies	210,720	225,649	207,798	(17,851)
Equipment	161,097	0	0	0
Services Of Other Departments	1,189,909	875,620	809,350	(66,270)
Budgetary Reserves	0	0	166,447	166,447
Uses-operating Expenditure Total	28,117,185	29,314,410	29,246,091	(68,319)
EXPENDITURE BY PROGRAM RECAP				
Administration	662,580	829,282	652,318	(176,964)
Career Criminal Prosecution	659,680	728,360	777,012	48,652
Child Abduction	642,523	678,229	717,941	39,712
Family Violence Program	524,206	480,052	461,231	(18,821)
Felony Prosecution	14,292,269	14,533,616	14,811,271	277,655
Pre-Sentencing Investigation	275,060	331,427	335,110	3,683
Misdemeanor Prosecution	1,700,541	1,835,214	1,636,453	(198,761)
Support Services	2,451,837	2,721,341	2,810,544	89,203
Work Orders & Grants	6,908,489	7,176,889	7,044,211	(132,678)
Expenditure By Program Recap Total	28,117,185	29,314,410	29,246,091	(68,319)

ELECTIONS

Mission The mission of the Department of Elections is to effectively and efficiently govern the conduct, management, and control of the registration of voters, the placement of ballot initiatives, the administration of elections, and outreach programs to all eligible residents to encourage their participation in the democratic process.

Services The department registers voters and maintains accurate voter rolls, produces and distributes voter information pamphlets, administers precinct and absentee voting, and responds to all questions concerning the election process.

For more information, call (415) 554-4375.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$10,519,777	\$9,884,249	\$9,546,424	(\$337,825)	(3.42%)
Total FTE	44.04	44.29	53.07	8.78	19.82%

Budget Issues and Details

Implementing Proposition A

- ◆ In March 2002, San Francisco voters passed Proposition A, a measure mandating the City to create a system of "instant runoff" voting and eliminate runoff elections in all races for Mayor, Sheriff, District Attorney, City Attorney, Treasurer, Assessor/Recorder, Public Defender, and members of the Board of Supervisors. In 2002-2003, the department will begin to implement Proposition A, working with the California Secretary of State to certify a system, a process, and policies for instant runoff. In addition, the department will negotiate with voting system vendors to procure a system capable of performing instant runoff. The department will also begin a public education campaign to inform the electorate about the pending changes in the City's election system. The department expects to implement instant runoff in time for the general election of November 2003.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Elections				
Encourage San Franciscans to participate in civic functions				
♦ Annual average number of registered voters	442,435	n/a	448,840	440,000
♦ Annual average number of turnout voters	226,830	n/a	119,847	214,000
♦ Annual average number of absentee voters	65,378	n/a	39,900	75,000
♦ Average percentage of turnout for elections	51.3%	n/a	26.7%	48.6%
♦ Average percentage of absentee voters	28.8%	n/a	33.3%	35.0%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	<u>Proposed vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	44.04	44.29	53.07	8.78
Net Operating Positions	44.04	44.29	53.07	8.78
SOURCES				
Intergovernmental Revenue - State	550,000	550,000	550,000	0
Charges For Services	167,350	218,487	120,000	(98,487)
Transfers In	331,971	0	0	0
Expenditure Recovery	73,411	91,665	36,665	(55,000)
General Fund Support	9,397,045	9,024,097	8,839,759	(184,338)
Sources Total	10,519,777	9,884,249	9,546,424	(337,825)
USES-OPERATING EXPENDITURES				
Salaries And Wages	3,130,420	2,607,498	3,176,397	568,899
Fringe Benefits	522,774	682,762	506,927	(175,835)
Professional & Contractual Services	3,424,435	4,572,734	2,105,548	(2,467,186)
Materials And Supplies	677,017	2,429,175	1,988,070	(441,105)
Equipment	756,171	(1,381,464)	825,000	2,206,464
Services Of Other Departments	586,439	973,544	944,482	(29,062)
Uses-operating Expenditure Total	9,097,256	9,884,249	9,546,424	(337,825)
USES-PROJECT EXPENDITURES				
Capital Projects	1,422,521	0	0	0
Uses-project Expenditure Total	1,422,521	0	0	0
EXPENDITURE BY PROGRAM RECAP				
Elections	10,519,777	9,884,249	9,546,424	(337,825)
Expenditure By Program Recap Total	10,519,777	9,884,249	9,546,424	(337,825)

EMERGENCY COMMUNICATIONS

Mission The mission of the Emergency Communications Department is to provide excellence in public safety and provide the linkage between the residents and visitors of San Francisco’s diverse city and its emergency medical services.

Services The Emergency Communications Department provides 911 dispatch services throughout the City and County of San Francisco for public safety services provided by police, fire, and emergency medical personnel.

For more information, call (415) 558-3800.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$38,903,591	\$31,442,106	\$35,156,461	\$3,714,355	11.81%
Total FTE	164.75	159.67	176.28	16.61	10.40%

Budget Issues and Details

Saving Lives and Money Through Civilian Dispatchers

- ◆ Currently, fire and Emergency Medical System calls to 911 are answered and dispatched by firefighters/paramedics. The 2002-2003 budget contains funding for recruiting, hiring, and training new civilian dispatchers to answer 911 calls. The department expects to hire 60 new dispatchers to be trained in three separate academy classes. This will create savings by relieving firefighters to perform activities directly related to firefighting.

Establishing Medical/Fire Protocol System

- ◆ The department currently employs Criterion Based Dispatch to respond to 911 calls for emergency medical services, a system requiring the employment of trained firefighters. The Mayor’s proposed budget provides funding for a new medical/fire protocol system, an integral part of the department’s goal to recruit civilians. This system will enable civilian personnel to effectively respond to emergency medical calls, reducing reliance on firefighters.

Implementing Direct Wireless 911 Services

- ◆ In January 2002, the department implemented the first phase in receiving wireless 911 calls directly from a wireless carrier. Previously, all wireless 911 calls originating from 415 area code handsets were routed to the California Highway Patrol in Benicia before being sent to Emergency Communications in San Francisco. The department expects to receive wireless 911 calls directly from all remaining wireless carriers by June 2002. As part of the first project phase, wireless carriers will also deliver a 911 caller's automatic number identification and the location of the cell site tower receiving the wireless call. In the second phase of the project, wireless carriers will provide the exact coordinates of each wireless 911 call to the department.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Emergency Communications				
Effectively implement receipt of wireless emergency calls				
♦ Percentage of wireless 911 calls answered directly	n/a	n/a	50%	75%
Respond quickly to emergency calls				
♦ Total number of emergency calls received in the communication center	n/a	n/a	491,082	491,082
♦ Total number of non-emergency calls received in the communication center	n/a	n/a	499,728	499,728
♦ Percentage of emergency calls answered within ten seconds	n/a	80%	75%	75%
Staff emergency communication center with fully-trained dispatchers				
♦ Number of new dispatchers to complete training	7	20	18	30
♦ Percentage of staff trained	n/a	n/a	85%	90%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	164.75	159.67	176.28	16.61
Net Operating Positions	164.75	159.67	176.28	16.61
SOURCES				
Use Of Money Or Property	1,087,451	0	0	0
Charges For Services	14,459,934	12,000,000	17,450,000	5,450,000
Other Revenues	(20)	0	0	0
Expenditure Recovery	76,878	111,290	111,290	0
Fund Balance	6,275,596	0	0	0
General Fund Support	17,003,752	19,330,816	17,595,171	(1,735,645)
Sources Total	38,903,591	31,442,106	35,156,461	3,714,355
USES-OPERATING EXPENDITURES				
Salaries And Wages	9,974,627	10,744,838	12,607,726	1,862,888
Fringe Benefits	2,300,913	2,488,829	2,624,717	135,888
Professional & Contractual Services	9,194,375	801,009	1,267,170	466,161
Materials And Supplies	195,321	129,986	281,145	151,159
Equipment	9,814,034	11,104,258	10,471,062	(633,196)
Services Of Other Departments	7,424,321	6,173,186	7,703,341	1,530,155
Uses-operating Expenditure Total	38,903,591	31,442,106	34,955,161	3,513,055
USES-PROJECT EXPENDITURES				
Capital Projects	0	0	201,300	201,300
Uses-project Expenditure Total	0	0	201,300	201,300
EXPENDITURE BY PROGRAM RECAP				
911 Project	23,461,754	4,749,416	8,840,383	4,090,967
Citywide Radio System	4,755,149	7,250,584	31,100	(7,219,484)
Emergency Communications	10,686,688	19,442,106	26,027,426	6,585,320
False Alarm Prevention	0	0	257,552	257,552
Expenditure By Program Recap Total	38,903,591	31,442,106	35,156,461	3,714,355

ENVIRONMENT

Mission

The mission of the Department of Environment is to improve, enhance, and preserve the environment and promote San Francisco's long-term environmental well being.

Services

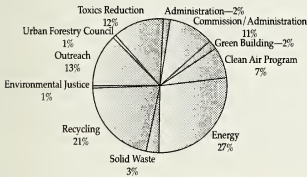
The department manages recycling, toxic waste reduction, and clean air programs, maintains energy policy, monitors resourcefully efficient buildings, and promotes public information and outreach.

For more information, call (415) 554-6390.

Budget Data Summary

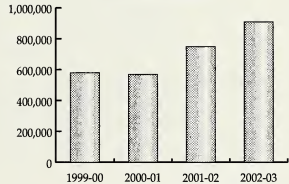
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$6,869,931	\$6,507,950	\$11,064,939	\$4,556,989	70.02%
Total FTE	34.21	34.74	47.17	12.43	35.78%

Appropriations By Program



The Solid Waste Management and Recycling programs are two of the department's newest and highest priorities. Energy and resource conservation efforts are also a high priority, constituting more than 30 percent of the department's budget.

Waste Diverted



Waste diverted from landfills by recycling, reuse, composting, and other programs.

Budget Issues and Details

Consolidating Environmental Services

- ◆ Since 1997, the Department of Environment has increased its staff and budget by consolidating existing municipal environmental services and securing state funding for environmental justice and energy conservation programs. In 2001-2002, the department absorbed the Solid Waste Management Program to eliminate overlapping efforts and increase efficiency in several environmental programs. For example, pest management, hazardous waste, and used oil and latex paint recycling

have regrouped under the Toxic Materials Reduction Program. In 2002-2003, the program will continue to reduce hazardous substance use in the City.

- ◆ In 2002-2003, the Toxics Materials Reduction Program will collect and recycle an additional eight tons of latex paint and 15 tons of used oil from businesses and homes.

Improving the Environment

- ◆ The Recycling Program's goal is to decrease landfill waste through recycling and waste diversion. Through education and other proven implementation strategies, the Recycling Program aims to meet or exceed the state's 50 percent municipal waste reduction requirement while managing the nation's largest food recycling program.
- ◆ The department coordinates several environmental justice projects targeting the Potrero Hill and Bayview-Hunters Point neighborhoods to address the environmental health and energy resources in these areas. These projects will total approximately \$13 million.
- ◆ The department has also consolidated projects for clean air, green building, construction and demolition debris management, sustainable energy planning, and small business energy efficiency under the new Climate Change Program. The goal of this program is to reduce the City's greenhouse gas emissions and their impact on global warming. In 2002-2003, the Climate Change Program will develop a sustainable electricity generation plan, a global warming local action plan, and an implementation plan for maximizing solar energy.
- ◆ The Department of the Environment also oversees the Power Savers Program, funded by an \$8 million state grant to conduct energy efficient light retrofits for 4,000 San Francisco small businesses. This program will save enough electricity to power 12,000 San Francisco households for one year.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Clean Air				
Encourage the use of public transportation to improve air quality				
♦ Number of City employees participating in commuter check program	n/a	n/a	2,400	2,520
Promote clean air by reducing emissions				
♦ Percentage of light duty vehicles purchased by City departments that are rated ultra low emission	n/a	40%	43%	46%
Climate Change / Energy				
Encourage the use of renewable energy				
♦ Number of energy audits and retrofits performed at small businesses	0	n/a	n/a	3,000
Environment - Outreach				
Educate the public on environmental issues				
♦ Number of community events conducted to educate the public on environmental issues	4	8	11	20
♦ Number of web site hits per month	7,740	7,000	20,000	20,000
♦ Number of Department publications produced	7	12	12	20
Green Building				
Ensure energy efficiency and environmental-friendly designed buildings				
♦ Number of new City-owned or leased pilot buildings to be designed as a "green building" as part of the Resource Efficient Building program	0	n/a	1	2
Recycling				
Decrease landfill waste and hazardous material use through recycling and waste diversion				
♦ Tonnage of materials diverted from landfill through recycling programs and source reduction	472,986	n/a	568,138	579,501
Toxics				
Reduce the use of pesticides				
♦ Percentage decrease in overall municipal pesticide use	n/a	n/a	50%	53%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	34.21	36.99	51.38	14.39
Non-operating Positions (funded By Capital/other)	0.00	(2.25)	(4.21)	(1.96)
Net Operating Positions	34.21	34.74	47.17	12.43
SOURCES				
Intergovernmental Revenue - State	1,074,363	0	3,426,232	3,426,232
Intergovernmental Revenue - Other	135,000	0	0	0
Charges For Services	4,024,928	4,676,462	5,680,774	1,004,312
Expenditure Recovery	494,249	1,093,906	1,262,631	168,725
Fund Balance	597,225	0	97,507	97,507
Departmental Transfer Adjustment	(108,621)	0	0	0
General Fund Support	652,787	737,582	597,795	(139,787)
Sources Total	6,869,931	6,507,950	11,064,939	4,556,989
USES-OPERATING EXPENDITURES				
Salaries And Wages	1,929,773	2,300,578	3,139,741	839,163
Fringe Benefits	417,529	554,794	696,644	141,850
Professional & Contractual Services	2,893,730	1,738,361	4,986,232	3,247,871
Aid Assistance	793,052	1,163,450	1,127,000	(36,450)
Materials And Supplies	105,906	183,002	243,001	59,999
Equipment	35,470	0	0	0
Services Of Other Departments	562,434	567,765	872,321	304,556
Budgetary Reserves	114,134	0	0	0
Uses-operating Expenditure Total	6,852,028	6,507,950	11,064,939	4,556,989
USES-PROJECT EXPENDITURES				
Capital Projects	17,903	0	0	0
Uses-project Expenditure Total	17,903	0	0	0
EXPENDITURE BY PROGRAM RECAP				
Clean Air	546,015	640,860	799,813	158,953
Climate Change / Energy	0	0	2,938,159	2,938,159
Environment	828,118	1,190,628	1,398,215	207,587
Environment - Outreach	34,551	0	1,800,068	1,800,068
Environmental Justice	0	0	48,970	48,970
Green Building	17,903	0	151,540	151,540
Recycling	0	0	2,230,205	2,230,205
Solid Waste Management	5,443,344	4,676,462	675,360	(4,001,102)
Toxics	0	0	941,096	941,096
Urban Forestry	0	0	81,513	81,513
Expenditure By Program Recap Total	6,869,931	6,507,950	11,064,939	4,556,989

ETHICS COMMISSION

Mission The mission of the Ethics Commission is to practice and promote the highest standards of ethical behavior in government.

Services The commission enforces and implements campaign consultant and lobbyist registration and regulation, campaign finance disclosure services and audits, conflict of interest reporting, Whistleblower Program investigations, and the Election Campaign Fund, which provides limited public financing for supervisorial district elections.

For more information, call (415) 581-2300.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$764,014	\$877,740	\$2,161,472	\$1,283,732	146.25%
Total FTE	7.10	8.19	12.58	4.39	53.60%

Budget Issues and Details

Implementing Public Financing of District Supervisor Elections

- ◆ In November 2000, voters passed Proposition O, which created the Election Campaign Fund to provide partial public campaign financing to candidates running for the Board of Supervisors beginning in November 2002. Among the eligibility criteria, candidates must raise an initial \$7,500 in private contributions and agree to local spending limits. In 2002-2003, the budget allocates \$1 million for the Election Campaign Fund.
- ◆ The commission will require staff to implement Proposition O to conduct campaign audits and workshops for candidates. Technology upgrades will also be an important component to support program administration, facilitate online filing, and improve overall efficiency. In 2002-2003, the commission's budget allocates \$400,000 for new positions for the implementation, administration, and technological support of Proposition O.

Ensuring Timely and Accurate Compliance with State and Local Campaign Finance Laws

- ◆ The Ethics Commission provides extensive technical assistance to local political candidates and campaign committees to help them understand state and local reporting and filing requirements. In addition to its open-door policy, the commission will conduct 12 workshops in 2002-2003 to promote compliance with state and local disclosure and reporting laws.
- ◆ The commission is also authorized to assess a late fine of \$10 per day for late-filed statements. Currently, more than \$120,000 in assessed late fines remain uncollected. In 2002-2003, the commission will hire a fines collection clerk to identify noncompliance and increase collections.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Ethics Commission				
Ensure compliance with state and local campaign reporting and disclosure laws				
◆ Number of campaign committees audited	8	7	7	3
◆ Total amount of dollars audited	\$1,566,443	\$1,500,000	\$2,311,228	\$710,000
Investigate complaints of alleged violations of state and City law relating to campaign finance, governmental ethics and conflicts of interest that are within the Commission's jurisdiction				
◆ Number of inquiries conducted	18	20	39	35
◆ Percentage of pending complaints resolved	25%	70%	76%	75%
Promote compliance with local and state laws regarding campaign finance disclosure and reporting				
◆ Number of campaign finance statements processed	1,100	1,100	1,640	2,000
◆ Amount of late fines collected	\$1,360	\$6,000	\$27,000	\$88,147
Promote compliance with local laws regarding campaign consultant disclosure and reporting				
◆ Percentage of identified campaign consultants who file quarterly reports on a timely basis	71%	80%	80%	80%
◆ Percentage of assessed fines collected	62%	48%	75%	75%
Promote compliance with local laws regarding lobbyist disclosure and reporting				
◆ Percentage of quarterly lobbyist reports filed on a timely basis	98%	98%	96%	96%
◆ Percentage of late fines collected	100%	100%	100%	100%
Provide timely information about laws related to campaign finance, conflicts of interest, lobbying, governmental ethics, open meetings and public records				
◆ Percentage of data from campaign financial statements posted on web site within 24 hours during election season	100%	100%	100%	100%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	7.10	8.19	12.58	4.39
Net Operating Positions	7.10	8.19	12.58	4.39
SOURCES				
Licenses And Fines	42,023	43,935	133,438	89,503
Charges For Services	1,824	29,000	4,000	(25,000)
Other Revenues	(140)	0	0	0
General Fund Support	720,307	804,805	2,024,034	1,219,229
Sources Total	764,014	877,740	2,161,472	1,283,732
USES-OPERATING EXPENDITURES				
Salaries And Wages	403,342	504,856	731,713	226,857
Fringe Benefits	98,112	120,151	172,749	52,598
Professional & Contractual Services	89,739	184,921	118,033	(66,888)
Aid Assistance	0	(34,947)	1,000,000	1,034,947
Materials And Supplies	41,083	6,252	18,960	12,708
Equipment	0	0	28,000	28,000
Services Of Other Departments	131,738	96,507	92,017	(4,490)
Uses-operating Expenditure Total	764,014	877,740	2,161,472	1,283,732
EXPENDITURE BY PROGRAM RECAP				
Election Campaign Fund	0	65,053	1,389,566	1,324,513
Ethics Commission	764,014	812,687	771,906	(40,781)
Expenditure By Program Recap Total	764,014	877,740	2,161,472	1,283,732

FINE ARTS MUSEUMS

Mission

The mission of the Fine Arts Museums of San Francisco is to conserve, collect, and exhibit art for a diverse public, to provide arts education programs, and to contribute to the City's culture and economy.

Services

The Fine Arts Museums of San Francisco stewards a permanent collection of 136,000 pieces of art, arts education programs, special exhibitions, and conservation laboratories. The Fine Arts Museums operates two museums: the California Palace of the Legion of Honor and the M.H. de Young Memorial Museum, which closed in December 2000 for reconstruction. The Legion of Honor displays European Art, Ancient Art, and the Achenbach Foundation for Graphic Arts. The de Young collection is in a temporary storage facility and includes American Art, Arts of Africa, Oceania and the Americas, and textiles.

For more information, call (415) 863-3330.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$8,554,361	\$6,824,912	\$6,548,600	(\$276,312)	(4.05%)
Total FTE	76.55	65.50	56.83	(8.67)	(13.24%)

Budget Issues and Details

Building a New de Young in Golden Gate Park

- ◆ In December 2000, the M.H. de Young Memorial Museum closed its doors in Golden Gate Park in preparation for replacing the seismically unsafe building. The new museum is scheduled to open in 2005 and will be financed entirely by private contributions. Project costs total \$202 million. Current fundraising efforts by the Board of Trustees have raised approximately \$155 million toward the \$165 million fundraising goal. The nonprofit side of the museums is arranging a tax-exempt bond offering to provide bridge financing between pledges and donations and to span the gap between the fundraising goal and the project cost.
- ◆ The de Young preserved, catalogued, and moved its entire collection to the Interim de Young in mid 2001, where curators and conservators continue collection documentation, scholarly research, and new de Young Memorial Museum planning. In January 2002, the Board of Trustees approved the final design of the new de Young Memorial Museum. Demolition of the existing structure will be completed by June 2002, followed by excavation and construction of the new museum.

Continuing Commitment to Community Education Programs

- ◆ The de Young Art Center was opened in the City's Sunset District in mid 2001 to house the de Young's Education Department and to expand innovative community art activities. Educational staff and docents offer art-enrichment courses, hands-on art workshops, and Saturday family art workshops to local San Franciscans, including school, community, and neighborhood groups. The center will remain open and continue to provide services until the new de Young opens in 2005.
- ◆ The center also houses an expanded Artist-in-Residence/ Artist Studio Program, which offers month-long residencies to promising artists. Through this program, artists are able to exhibit their work at both the center and the Legion of Honor, and the public is able to interact with artists at work. The de Young Art Center also hosts a public reception for each artist.

Increasing Programming at the Legion of Honor at Lincoln Park

- ◆ Exhibitions, educational activities, and permanent collection displays at the Legion of Honor have been programmed to maximize attendance and revenues while the de Young Memorial Museum is closed. In early 2002, the Legion hosted a major exhibit on Dadaism, a non-conformist 20th century artistic protest movement. Later in 2002, the Legion will present a major exhibition of Egyptian artwork and cultural artifacts on loan from London's world-renowned British Museum.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Admissions				
Provide quality art and educational experiences to attract a large and diverse audience				
♦ Number of Legion of Honor visitors	381,366	345,000	309,000	415,000
♦ Number of De Young visitors (museum closed December 31, 2000 for rebuilding)	290,362	0	0	0
♦ Number of education program participants	57,000	50,000	35,000	35,000
♦ Number of exhibitions	16	10	11	12
Oper & Maint Of Museums				
Provide for collection growth through gifts, bequests and purchases				
♦ Number of acquisitions through gifts, bequests and purchases	2,760	1,000	1,000	1,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	76.25	65.20	56.53	(8.67)
Non-operating Positions (funded By Capital/other)	0.30	0.30	0.30	0.00
Net Operating Positions	76.55	65.50	56.83	(8.67)
SOURCES				
Local Taxes	5,004,584	5,394,079	4,955,000	(439,079)
Charges For Services	2,039,902	1,227,800	1,593,600	365,800
Other Revenues	14,955	0	0	0
General Fund Support	1,494,920	203,033	0	(203,033)
Sources Total	8,554,361	6,824,912	6,548,600	(276,312)
USES-OPERATING EXPENDITURES				
Salaries And Wages	4,073,346	3,611,172	3,360,952	(250,220)
Fringe Benefits	1,049,566	898,972	759,774	(139,198)
Professional & Contractual Services	1,778,027	285,065	265,474	(19,591)
Materials And Supplies	2,649	2,393	2,393	0
Services Of Other Departments	1,192,532	917,997	690,622	(227,375)
Budgetary Reserves	389,155	1,059,313	1,419,385	360,072
Uses-operating Expenditure Total	8,485,275	6,774,912	6,498,600	(276,312)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	69,086	50,000	50,000	0
Uses-project Expenditure Total	69,086	50,000	50,000	0
EXPENDITURE BY PROGRAM RECAP				
Admissions	2,039,902	1,227,800	1,593,600	365,800
Oper & Maint Of Museums	6,514,459	5,597,112	4,955,000	(642,112)
Expenditure By Program Recap Total	8,554,361	6,824,912	6,548,600	(276,312)

FIRE DEPARTMENT

Mission The mission of the Fire Department is to protect the lives and property of the people of San Francisco from fires, natural disasters, and hazardous materials incidents and to save lives by providing emergency medical services.

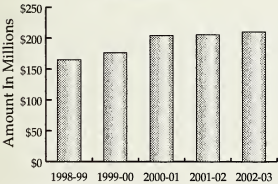
Services The Fire Department provides fire suppression, fire prevention, and education programs, commercial and residential building inspections, fire and arson investigations, emergency medical response services, and community disaster preparedness training.

For more information, call (415) 558-3411.

Budget Data Summary

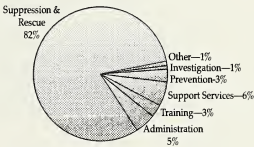
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$204,932,995	\$219,621,895	\$226,513,693	\$6,891,798	3.14%
Total FTE	1,863.57	1,908.75	1,907.92	(0.83)	(0.04%)

Fire Budget



The 2002-2003 budget is a slight increase from 2001-2002. The increase is largely due to salary increases that are part of union agreements.

Expenditures By Program



The 2002-2003 proposed budget allocates 82 percent of the funds to fire suppression and emergency medical rescue services.

Budget Issues and Details

Reducing Emergency Medical Call Response Time

- ◆ The Rapid Paramedic Response System (RPRS), also known as the "1-and-1" program, represents an innovative response to medical and other emergency incidents in the City. When someone is ill or injured and calls 911, a fire engine is quickest to respond, typically within five minutes, followed by the arrival of an ambulance staffed with two highly trained paramedics.

Currently, fire engines are staffed with basic level emergency medical technicians (EMTs). Under RPRS, fire engines are staffed with one paramedic, and ambulances are staffed with one paramedic and a firefighter/EMT. This will ensure advanced life-saving care in an emergency situation within five minutes rather than up to 10 minutes. Using the new staffing system, the first paramedic will arrive aboard a fire engine and begin providing advanced life-saving care. The second paramedic will arrive four to five minutes later in an Advanced Life Support ambulance.

A RPRS pilot program was implemented in the southern part of San Francisco in January 2002. This pilot program has successfully reduced the response time of a highly trained paramedic to emergency calls to less than five minutes. The Mayor's budget will enable the Fire Department to expand this program from four ambulances to 15 ambulances, covering 67% of the city.

Providing Full Staffing and Reducing Overtime

- ◆ The Fire Department will continue to be fully staffed in 2002-2003. This allows the department to better manage its overtime and staffing costs, which is reflected by the department's reduction of its overtime budget to approximately \$6 million.
- ◆ Anticipating a higher number of firefighter retirements next year, the department's budget includes training classes for new firefighters and paramedic/firefighters. Training is positioned to ensure full staffing and minimal overtime costs.

Ensuring the Reliability of Fire Engines, Fire Trucks, and Ambulances

- ◆ For a third consecutive year, the Mayor's budget will provide the funding necessary for the department to maintain its equipment replacement schedule. The budget provides for the purchase of four new ambulances, four new triple combination pumpers, and a new aerial ladder truck. These purchases will allow the department to retire several older fire suppression and rescue vehicles that exceed National Fire Protection Agency standards for frontline service for these apparatuses.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Educate the public in handling emergencies				
♦ Number of citizens trained in emergency techniques and procedures	1,608	1,300	1,918	1,650
♦ Number of public education presentations	312	330	330	330
Investigation				
Determine the causes of fire in an effective and efficient manner				
♦ Number of fires investigated	604	700	560	600
♦ Total arson arrests	28	n/a	53	53
Prevention				
Prevent fire through inspection and permit services				
♦ Number of new fire permits issued (after inspection)	2,501	n/a	2,528	2,500
♦ Number of plans reviewed and approved	3,001	n/a	2,400	2,400
♦ Number of violation re-inspections made	580	n/a	364	364
♦ Number of fire safety complaints received	1,790	n/a	1,590	1,500
Suppression				
Respond timely to calls for emergency assistance				
♦ Number of fire and rescue calls	32,465	31,800	34,278	32,000
♦ Number of emergency medical service (EMS) calls	73,766	73,700	71,516	72,000
♦ Number of patients transported	49,165	50,400	43,748	49,000
♦ First Unit EMS response time, in seconds -- average	217	212	204	212
♦ First Unit EMS response time, in seconds -- 90th percentile	300	303	296	300
Training Bureau				
Train fire and rescue personnel to effectively respond to emergencies				
♦ Number Battalion Based/In Service training hours	95,862	64,000	100,652	105,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	1,864.97	1,910.15	1,909.32	(0.83)
Non-operating Positions (funded By Capital/other)	(1.40)	(1.40)	(1.40)	0.00
Net Operating Positions	1,863.57	1,908.75	1,907.92	(0.83)

SOURCES

Use Of Money Or Property	23,149	0	0	0
Intergovernmental Revenue - State	35,854,058	37,533,000	35,932,000	(1,601,000)
Charges For Services	18,961,833	17,628,850	17,451,000	(177,850)
Other Revenues	(2,746)	0	3,000,000	3,000,000
Expenditure Recovery	2,807,601	4,315,448	4,320,441	4,993
Departmental Transfer Adjustment	12,739,741	10,748,997	12,184,214	1,435,217
General Fund Support	134,549,359	149,395,600	153,626,038	4,230,438
Sources Total	204,932,995	219,621,895	226,513,693	6,891,798

USES-OPERATING EXPENDITURES

Salaries And Wages	154,426,123	164,205,753	173,472,667	9,266,914
Fringe Benefits	22,525,371	23,644,653	22,287,514	(1,357,139)
Overhead	376,490	218,721	224,838	6,117
Professional & Contractual Services	1,969,590	2,897,375	3,176,291	278,916
Materials And Supplies	4,954,144	3,684,769	4,412,894	728,125
Equipment	3,492,343	5,186,372	3,259,864	(1,926,508)
Services Of Other Departments	17,182,716	18,145,765	18,371,120	225,355
Transfers Out	7,487	7,487	8,505	1,018
Uses-operating Expenditure Total	204,934,264	217,990,895	225,213,693	7,222,798

USES-PROJECT EXPENDITURES

Facilities Maintenance	0	1,631,000	1,300,000	(331,000)
Capital Projects	(1,269)	0	0	0
Uses-project Expenditure Total	(1,269)	1,631,000	1,300,000	(331,000)

EXPENDITURE BY PROGRAM RECAP

Administration	10,182,040	10,317,998	11,212,408	894,410
Airport Services	10,816,072	9,242,397	10,357,626	1,115,229
Fireboat	1,923,669	1,506,600	1,826,588	319,988
Investigation	1,197,861	1,710,765	1,617,488	(93,277)
Prevention	5,049,297	4,996,922	5,912,529	915,607
Support Services	9,983,211	12,046,544	11,709,511	(337,033)
Suppression	150,063,239	160,461,410	171,512,078	11,050,668
Training Bureau	11,274,291	12,848,500	6,302,773	(6,545,727)
Work Order Services	4,443,315	6,490,759	6,062,692	(428,067)
Expenditure By Program Recap Total	204,932,995	219,621,895	226,513,693	6,891,798

HUMAN RESOURCES

Mission The mission of the Department of Human Resources is to administer the personnel, health and safety, and employee health-service programs of the City and County of San Francisco.

Services The department administers the civil service provisions of the Charter, provides personnel and organizational development services to departments, ensures equal employment opportunity and workforce diversity, administers employee healthcare and workers' compensation benefits, and represents the City and County in collective bargaining with employee organizations.

For more information, call 557-4800.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$91,274,069	\$67,681,794	\$75,073,991	\$7,392,197	10.92%
Total FTE	211.34	214.96	215.25	0.29	0.13%

Budget Issues and Details

Implementing the Management Classification and Compensation Plan

- ◆ For more than 20 years, the City has recognized the need to move from a traditional management classification and pay plan to one that provides flexibility and efficiency in recruiting and retaining talented management. In 2001-2002, the Management Classification and Compensation Plan (MCCP) project in the Merit System Services Division completed the preliminary work necessary to meet this challenge.

For 2002-2003, the budget provides funding to the MCCP project to begin modernizing and streamlining the City's management classification and pay structure. This will position the City competitively in the labor market; provide workforce planning; and support efficiency in recruitment, retention, and management development.

The department will implement the MCCP project by focusing on a thorough audit of all management positions represented by the Municipal Executives' Association, including special assistants. The project goal is to reallocate managers who are currently performing in 250 separate job classifications into a series of 18 broad job classifications and to develop an effective and competitive selection process.

Transitioning to a New Benefits Administration System

- ◆ In 2002-2003, the Human Resources department (HRD) will complete the transition to a new PeopleSoft-based Benefits Administration and Financial System (BAFS), replacing a twenty-year-old system that is no longer technically viable and is functionally inadequate to meet current needs. The BAFS will be used to administer the Health Service System programs for active and retired employees (as well as their dependents, surviving spouses and/or domestic partners) of the City & County of San Francisco, the Unified School District, the Community College District, and the Courts – approximately 120,000 individuals.

The BAFS will provide an accurate and efficient means of administering the full range of health benefit programs. Program expenditures can be validated and audited in compliance with professional standards. The BAFS technical platform will be viable for the foreseeable future.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Equal Employment Opportunity				
Provide City employees with a discrimination free workplace				
♦ Percentage of discrimination complaints investigated within one year of receipt	30%	80%	60%	60%
♦ Number of City employees trained on diversity issues	591	700	700	900
Merit Service System				
Maintain the City's Classification Plan				
♦ Number of position classifications removed from the Civil Service Plan	47	250	50	250
♦ Number of positions newly classified or reallocated	843	1,350	750	1,350
Streamline the examination process to facilitate permanent appointment and reduce provisional appointment				
♦ Percentage of employees citywide that are provisional	4%	3%	4%	4%
♦ Number of position classes with continuous testing and recruitment	39	45	39	35
Workers Compensation				
Resolve employee Workers Compensation claims in a timely manner				
♦ Workers Compensation claims closed as a percentage of new claims reported	137%	120%	120%	110%
♦ Reopened claims as a percentage of claims closed	12%	12%	12%	12%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	215.34	218.96	215.25	(3.71)
Non-operating Positions (funded By Capital/other)	(4.00)	(4.00)	0.00	4.00
Net Operating Positions	211.34	214.96	215.25	0.29
SOURCES				
Charges For Services	7,096,258	0	0	0
Other Revenues	(345)	0	0	0
Transfers In	200,000	91,350	0	(91,350)
Expenditure Recovery	64,568,757	48,325,757	53,840,808	5,515,051
Fund Balance	117,667	0	0	0
General Fund Support	19,291,732	19,264,687	21,233,183	1,968,496
Sources Total	91,274,069	67,681,794	75,073,991	7,392,197
USES-OPERATING EXPENDITURES				
Salaries And Wages	11,912,964	12,735,261	13,651,230	915,969
Fringe Benefits	3,253,985	3,398,718	3,008,792	(389,926)
Professional & Contractual Services	70,989,905	47,901,306	53,874,303	5,972,997
Materials And Supplies	366,778	311,616	224,467	(87,149)
Equipment	96,215	0	0	0
Services Of Other Departments	4,654,222	3,334,893	4,315,199	980,306
Uses-operating Expenditure Total	91,274,069	67,681,794	75,073,991	7,392,197
EXPENDITURE BY PROGRAM RECAP				
Administration	4,438,941	4,094,253	4,516,457	422,204
Employee Relations	3,354,370	2,385,107	4,901,437	2,516,330
Equal Employment Opportunity	690,017	722,118	663,576	(58,542)
Health Service System	7,082,145	6,763,338	6,813,195	49,857
Management Information System	4,166,823	4,214,445	3,866,784	(347,661)
Merit Service System	2,588,655	3,444,867	3,511,106	66,239
Training & Organization Development	364,595	394,705	256,175	(138,530)
Workers Compensation	68,588,523	45,662,961	50,545,261	4,882,300
Expenditure By Program Recap Total	91,274,069	67,681,794	75,073,991	7,392,197

HUMAN RIGHTS COMMISSION

Mission The mission of the Human Rights Commission is to provide leadership and advocacy to secure, protect, and promote human rights for all San Francisco residents.

Services The commission implements and enforces city ordinances that prohibit discrimination in city contracts, housing, employment, and public accommodations. It addresses issues of sexual orientation, race, gender identity, HIV status, domestic partnership, disability, weight/size, and immigration status.

For more information, call (415) 252-2500.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$4,129,701	\$4,486,706	\$4,444,847	(\$41,859)	(0.93%)
Total FTE	42.30	43.24	40.56	(2.68)	(6.20%)

Budget Issues and Details

Continuing to Implement Chapter 12 of the Administrative Code

- ◆ The Employment Opportunity Division of the Human Rights Commission continues to implement Chapter 12D of the San Francisco Administrative Code and oversees the Minority Business Enterprise/Women Business Enterprise Program/Local Business Enterprise Program (MBE/WBE/LBE) and the Chapter 12B Program (Employment and Affirmative Action Program). The division monitors both MBE/WBE/LBE compliance and nondiscrimination in contract and employment relations with city contractors.
- ◆ In 2002-2003, the department will improve communication and performance between construction prime and subcontractors for nondiscrimination and diversity compliance by providing qualitative information at all pre-construction and progress meetings. The department continues to strengthen implementation of the citywide Surety Bond and Technical Assistance Program by working with the Treasurer and Controller to resolve deficiencies in the funding pool.
- ◆ The Employment Opportunity Division is currently implementing a new certification database system that will speed up the certification process by providing off-site personnel with access to certification records. The target date for the system to be operational is June 2002.

- ◆ The department will reduce the number and incidences of equal-benefits waivers by working more diligently to assist non-compliant vendors.

Improving Investigation and Monitoring of Complaints Related to Hate Crimes and Discrimination

- ◆ The department will continue to improve investigative, resolution, and monitoring strategies for handling complaints related to hate-crime and immigration issues, housing and public accommodation discrimination, as well as general employment issues and complaints.
- ◆ Following the events of September 11th, the department immediately addressed the backlash that many of the City's residents experienced and adopted a resolution entitled "Policy Statement on Discrimination Against Arab Americans, Muslim Americans and People of Middle Eastern Descent." Efforts continue in addressing this issue and will result in an extensive report to be released in 2002-2003 that will include recommendations made by San Francisco residents and organizations.
- ◆ The Human Rights Commission continues its efforts in addressing weight/height discrimination laws that became effective in 2000-2001. Guidelines prohibiting weight and height discrimination have been finalized and are available to the public.

Developing Strategies for Addressing Sexual Orientation, Gender Identity, or AIDS/HIV Status Discrimination

- ◆ To strengthen the handling of discrimination complaints and develop efficient complaint-handling procedures, the department will increase reporting capabilities in 2002-2003 with a computerized program for tracking complaints and collecting statistical data.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Human Rights Commission				
Ensure fairness in employment, housing, and public accommodations				
♦ Number of mediation and counseling services for tenant/landlord disputes	478	654	533	659
♦ Number of fair housing complaints investigated	726	734	956	1,105
♦ Number of public accommodation complaints investigated	139	136	188	275
♦ Number of employment complaints investigated	280	296	300	300
Increase participation of local, minority, and women-owned businesses in City contracts				
♦ Number of City contracts monitored to ensure opportunities for certified firms	2,085	1,689	2,360	2,900
♦ Number of City contracts reviewed to ensure actual participation of certified firms	1,759	1,635	2,435	3,650
Investigate complaints of discrimination				
♦ Number of sexual orientation complaints investigated and mediated	441	500	500	560
♦ Number of gender identity complaints investigated and mediated	165	400	425	485
♦ Number of HIV status complaints investigated and mediated	92	300	275	335
♦ Number of domestic partner status complaints investigated and mediated	10	40	20	40
Provide sensitivity trainings on various discrimination and diversity issues				
♦ Number of sensitivity trainings on various discrimination and diversity issues	n/a	n/a	100	130

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	43.30	47.24	44.56	(2.68)
Non-operating Positions (funded By Capital/other)	(1.00)	(4.00)	(4.00)	0.00
Net Operating Positions	42.30	43.24	40.56	(2.68)
SOURCES				
Charges For Services	1,176	0	0	0
Expenditure Recovery	2,376,720	2,610,597	2,655,068	44,471
General Fund Support	1,751,805	1,876,109	1,789,779	(86,330)
Sources Total	4,129,701	4,486,706	4,444,847	(41,859)
USES-OPERATING EXPENDITURES				
Salaries And Wages	2,746,222	2,840,221	2,818,061	(22,160)
Fringe Benefits	639,257	634,466	562,089	(72,377)
Professional & Contractual Services	447,901	766,600	766,600	0
Materials And Supplies	61,391	16,071	68,153	52,082
Services Of Other Departments	234,930	229,348	229,944	596
Uses-operating Expenditure Total	4,129,701	4,486,706	4,444,847	(41,859)
EXPENDITURE BY PROGRAM RECAP				
Human Rights Commission	4,129,701	4,486,706	4,444,847	(41,859)
Expenditure By Program Recap Total	4,129,701	4,486,706	4,444,847	(41,859)

HUMAN SERVICES

Mission

The mission of the Department of Human Services (DHS) is to help people who are disadvantaged or in crisis to obtain the resources they need to realize their human potential within the family and the community.

Services

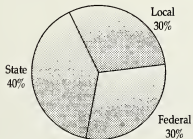
The department serves families, children, elderly, underemployed, disabled, and dependent adults through the following programs: CalWORKs, Food Stamps, County Adult Assistance Programs, Medi-Cal, Employment and Training Services, Family and Children, Adult Services, Housing and Homeless, and Refugee Resettlement.

For more information, call (415) 557-5000.

Budget Data Summary

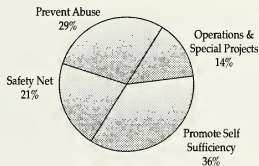
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$406,930,338	\$444,810,134	\$476,638,431	\$31,828,297	7.16%
Total FTE	1,636.89	1,612.51	1,617.58	5.07	0.31%

Funding Sources



About two-thirds of DHS funding continues to come from state and federal government sources. Local revenue supports most expenditures for housing and homeless services.

Program Expenditures



DHS allocates 36 percent of resources for promoting self sufficiency among public assistance recipients and the working poor. 21 percent maintains a safety net for those unable to support themselves (including homeless programs), and 29 percent aids in preventing child abuse and neglect.

Budget Issues and Details

Managing Increasing Caseloads

- ◆ As the economic downturn has taken hold in San Francisco and across the country, the number of clients seeking aid from DHS has grown. In the second half of 2001-

2002, the department saw dramatic increases in caseload and projects significant growth through December 2002. The Mayor's proposed budget for 2002-2003 funds growth in client aid payments in County Adult Assistance (for single adults), CalWORKs (for adults with dependent children), In-Home Support Services (for disabled adults), Foster Care, and Emancipated Youth (children who were formerly in foster care but have now turned 18 years old).

Enhancing Services

- ◆ The department continues to improve services and expand the availability of programs to its clients. In 2001-2002, DHS opened a multi-service center at 3120 Mission Street. This location combines CalWORKs, Medi-Cal, Employment Services, Food Stamps, and Family and Children's Services with a variety of state agencies and community-based organizations that are co-located. Other ongoing service enhancements include providing eligibility forms and other informational materials in a variety of languages, translation services for clients, expanded outreach for food stamps and Medi-Cal to immigrants and underserved neighborhoods, and longer hours of operation at many DHS service centers.

Expanding Opportunities to Achieve Self Sufficiency

- ◆ Through increased funding for career advancement and job retention services, DHS is projecting an increase in the percentage of CalWORKs clients earning income and an increase in the average amount of monthly income earned. The department also projects increases in the percentage of clients earning income in the Personal Assisted Employment Services program and in the average income earned.

Increasing Safety Net Services

- ◆ The proposed 2002-2003 budget includes funding to provide for increases in the number of clients receiving in-home supportive services, outreach programs to expand the availability of food stamps, growing numbers of clients eligible to receive Social Security income and Medi-Cal health benefits, and rising numbers of adults and families seeking access to transitional housing and housing support programs as a result of improved links to employment, mental health, and substance-abuse services in homeless shelters.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
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Adult Services

Enable adults to live at home to prevent institutionalization

◆ Number of clients receiving In Home Supportive Services	11,040	11,312	12,285	13,826
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California Adult Assistance

Assist clients (individuals) in gaining self-sufficiency

◆ Percentage of active PAES cases receiving employment services that are earning income	41%	47%	36%	36%
◆ Average monthly earned income for active PAES cases receiving employment services and earning income	\$424	\$436	\$351	\$351
◆ Number of CAAP clients who left aid due to income from employment	523	818	444	444

CalWORKs

Assist clients (families) in gaining self-sufficiency

◆ Percentage of active non-exempt CalWORKs cases earning income	50%	55%	43%	43%
◆ Average monthly earned income for CalWORKs cases earning income	\$793	\$866	\$806	\$819
◆ Number of CalWORKs families who left aid due to income from employment	710	1,550	664	664

Children's Baseline

Increase wages in San Francisco's child care market to encourage professional development of child care workers, improve the quality of care available, and increase capacity

◆ Number of child care providers participating in the Wages PLUS Program	600	n/a	650	700
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Employment & Training Service

Connect participants with the labor market

◆ Job placement rate	n/a	n/a	26%	30%
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Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Family And Children Service				
Ensure safe homes for children				
♦ Number of children reunified as percentage of case closures	69%	44%	56%	56%
♦ Number of children reunified	35	87	40	40
♦ Number of first time entries into Foster Care	329	256	317	300
Food Stamps				
Assist low income San Franciscans to maintain food security				
♦ Overall Non-Assistance Food Stamps caseload	9,261	n/a	12,173	12,781
Housing & Homelessness				
Assist clients who move from transitional to permanent housing in maintaining that housing				
♦ Percent of clients that have graduated from transitional housing programs and maintained permanent housing for one year	n/a	n/a	92%	92%
Assist formerly homeless individuals and families in maintaining permanent supportive or independent housing				
♦ Percent of formerly homeless clients still in supportive housing or other appropriate placements after one year	n/a	n/a	85%	85%
Assist individuals and families in obtaining and maintaining housing and avoiding entry into the emergency shelter system				
♦ Number of back-rent grants awarded	n/a	n/a	1,288	802
♦ Number of clients receiving tenant education and any legal services	n/a	n/a	2,280	1,196
♦ Number of move-in grants awarded	n/a	n/a	764	764
Provide emergency shelter and stabilizing supportive services to homeless individuals and families				
♦ Percent of case managed clients in shelters that are placed in permanent or transitional housing, enter a treatment program, or reunite with family	n/a	n/a	49%	51%
Medi - Cal				
Help San Franciscans in need obtain the best health care coverage available to them				
♦ Total persons with Medi-Cal coverage	41,771	n/a	44,422	47,221

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	1,637.89	1,613.51	1,618.58	5.07
Non-operating Positions (funded By Capital/other)	(1.00)	(1.00)	(1.00)	0.00
Net Operating Positions	1,636.89	1,612.51	1,617.58	5.07
SOURCES				
Intergovernmental Revenue - Federal	128,441,153	122,806,054	140,327,987	17,521,933
Intergovernmental Revenue - State	167,976,219	189,125,019	188,991,707	(133,312)
Charges For Services	30,756	0	0	0
Other Revenues	1,924,004	0	330,000	330,000
Expenditure Recovery	2,400,592	3,278,491	9,028,501	5,750,010
General Fund Support	106,157,614	129,600,570	137,960,236	8,359,666
Sources Total	406,930,338	444,810,134	476,638,431	31,828,297
USES-OPERATING EXPENDITURES				
Salaries And Wages	86,916,032	93,921,376	98,002,432	4,081,056
Fringe Benefits	21,926,989	24,372,284	25,321,836	949,552
Professional & Contractual Services	67,526,055	81,268,064	66,933,949	(14,334,115)
Aid Assistance	197,425,263	212,027,167	252,642,738	40,615,571
Materials And Supplies	1,979,843	1,888,813	3,359,040	1,470,227
Equipment	1,044,541	346,394	207,613	(138,781)
Services Of Other Departments	24,976,550	30,407,993	29,994,823	(413,170)
Budgetary Reserves	528,572	0	0	0
Uses-operating Expenditure Total	402,323,845	444,232,091	476,462,431	32,230,340
USES-PROJECT EXPENDITURES				
Facilities Maintenance	1,302,282	316,500	176,000	(140,500)
Capital Projects	3,304,211	261,543	0	(261,543)
Uses-project Expenditure Total	4,606,493	578,043	176,000	(402,043)
EXPENDITURE BY PROGRAM RECAP				
Administration	57,292,104	65,714,628	66,032,121	317,493
Adult Services	58,235,672	63,008,199	68,345,549	5,337,350
California Adult Assistance	46,548,031	51,214,035	61,627,544	10,413,509
CalWORKs	56,885,975	61,612,212	57,907,796	(3,704,416)
Children's Baseline	8,121,559	14,657,364	22,206,985	7,549,621
Employment & Training Service	5,356,984	6,400,098	8,674,717	2,274,619
Family And Children Service	121,878,147	125,551,952	133,630,565	8,078,613
Food Stamps	10,291,068	10,544,972	11,204,631	659,659
Housing & Homelessness	24,005,095	25,546,065	26,304,294	758,229
Medi - Cal	16,507,505	19,280,983	19,424,603	143,620
Refugee Resettlement	1,808,198	1,279,626	1,279,626	0
Expenditure By Program Recap Total	406,930,338	444,810,134	476,638,431	31,828,297

JUVENILE PROBATION

Mission The mission of the Juvenile Probation Department is to be an effective resource for positive change in the lives of youth and their families, to be accountable to victims, and to protect the public.

Services The department provides field services for investigations and supervision of delinquent youth, short-term secure residential custody for youth awaiting court hearings, and a post-disposition residential program for delinquent male wards of the court.

For more information, call (415) 753-7800.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$32,941,640	\$38,257,190	\$30,994,701	(\$7,262,489)	(18.98%)
Total FTE	312.94	311.59	298.37	(13.22)	(4.24%)

Budget Issues and Details

Building a New Juvenile Hall

- ♦ Building a new Juvenile Hall has been one of the department's long-term projects. Staff has worked with the public, adjacent neighbors, community-based organizations, and the state to create a new facility that provides safer, healthier, and more rehabilitative housing for juvenile detainees. The new Juvenile Hall will incorporate a state-of-the-art library, a school, and health facilities. The new design also includes space for private family visits as well as increased functional areas for mental health services and recreation. In 2002-2003, the department will have a complete financing plan, will begin construction and open the new facility by the end of December 2003.

Serving Youth Through Community-Based Programs

- ♦ Maintaining community-based and preventative services is a core strategic issue for Juvenile Probation. The department values community-based programming because it plays a critical role in reducing recidivism and making positive changes in the lives of youth and their families. Since 1997, the department has distributed over \$10 million to community-based programming, which is made possible through contracts funded with Temporary Aid for Needy Families and the General Fund.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Provide timely and accurate reporting to the Board of Corrections, Dept. of Justice-JCPSS, Foster Care Information System and Probation Commission				
♦ Reporting error rate	4%	4%	4%	4%
Children's Baseline				
Enhance the level and quality of program services provided to youth and their families				
♦ Percentage of authorized community-based organization program slots utilized by eligible youth	85%	90%	90%	90%
Juvenile Hall				
Improve the relationship between staff and detainees				
♦ Percentage reduction in number of grievances filed by youth detainees	n/a	n/a	10%	10%
Log Cabin Ranch				
Improve results of juvenile programs				
♦ Recidivism rate for Log Cabin Ranch graduates	32%	31%	30%	30%
Improve the quality of customer service to youth and their families				
♦ Percentage of grievances processed within three business days after grievance is filed	99%	n/a	99%	75%
Probation Services				
Enhance services for girls referred to Juvenile Probation				
♦ Percentage of girls on probation assigned to gender specific programs	93%	90%	95%	95%
Maintain a monthly Juvenile Hall population at or below the current rated capacity of 132				
♦ Percentage of days within the specified time period when the average daily population count was maintained at or below the rated capacity	100%	90%	90%	90%
Maintain target caseload levels assigned to each Probation Officer				
♦ Average number of wards assigned to officers	29	35	35	35

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	316.94	313.59	300.37	(13.22)
Non-operating Positions (funded By Capital/other)	(4.00)	(2.00)	(2.00)	0.00
Net Operating Positions	312.94	311.59	298.37	(13.22)
SOURCES				
Licenses And Fines	22,593	0	0	0
Use Of Money Or Property	5,728	0	0	0
Intergovernmental Revenue - Federal	7,391,779	3,440,000	7,434,253	3,994,253
Intergovernmental Revenue - State	578,815	4,078,005	114,939	(3,963,066)
Charges For Services	6,376	10,371	10,371	0
Other Revenues	32,000	0	0	0
Expenditure Recovery	573,668	587,270	595,615	8,345
General Fund Support	24,330,681	30,141,544	22,839,523	(7,302,021)
Sources Total	32,941,640	38,257,190	30,994,701	(7,262,489)
USES-OPERATING EXPENDITURES				
Salaries And Wages	16,742,970	17,317,795	18,220,873	903,078
Fringe Benefits	4,246,889	4,215,302	3,971,851	(243,451)
Overhead	323,270	323,270	323,270	0
Professional & Contractual Services	6,039,777	5,740,612	5,256,983	(483,629)
Aid Assistance	70,190	0	0	0
Materials And Supplies	1,143,506	740,889	775,868	34,979
Equipment	139,447	219,940	107,200	(112,740)
Services Of Other Departments	2,078,018	2,369,382	2,008,656	(360,726)
Budgetary Reserves	168,499	0	0	0
Uses-operating Expenditure Total	30,952,566	30,927,190	30,664,701	(262,489)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	302,043	330,000	330,000	0
Capital Projects	1,687,031	7,000,000	0	(7,000,000)
Uses-project Expenditure Total	1,989,074	7,330,000	330,000	(7,000,000)
EXPENDITURE BY PROGRAM RECAP				
Administration	7,277,567	12,919,543	5,792,511	(7,127,032)
Children's Baseline	1,602,965	1,715,144	1,724,301	9,157
Children's Svcs - Non-Children's Fund	180,398	194,000	194,000	0
Juvenile Hall	9,591,858	9,393,095	9,664,634	271,539
Log Cabin Ranch	2,251,171	2,562,582	2,303,853	(258,729)
Probation Services	12,037,681	11,472,826	11,315,402	(157,424)
Expenditure By Program Recap Total	32,941,640	38,257,190	30,994,701	(7,262,489)

LAW LIBRARY

Mission The mission of the Law Library is to provide the public, elected officials, and members of the judiciary free access to legal reference materials.

Services The Law Library provides legal information and reference services concerning federal, state, and local law.

For more information, call (415) 554-6821.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$410,880	\$520,096	\$524,686	\$4,590	0.88%
Total FTE	3.00	3.00	3.00	0.00	0.00%

Budget Issues and Details

Increasing Electronic Access to Information

- ◆ The Law Library has made several technological upgrades to improve patrons' access to library materials. Advanced online search engines have been installed to enhance patrons' ability to search and view legal resources from numerous libraries. In addition, the Law Library implemented an online public access catalog. Patrons with access to the Internet can search the catalog from virtually anywhere and ascertain whether materials are available for check-out.
- ◆ In 2002-2003, the Law Library will upgrade the catalog and circulation systems, which will result in increased efficiency and security. The Library will also install additional public-use computers to increase access to legal databases and other online resources, including the Library's public access catalog.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Law Library				
Maintain an up-to-date collection of legal materials				
♦ Number of items checked in on automated system and processed	11,700	8,000	17,000	16,000

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	3.00	3.00	3.00	0.00
Net Operating Positions	3.00	3.00	3.00	0.00
REVENUES				
General Fund Support	410,880	520,096	524,686	4,590
Revenues Total	410,880	520,096	524,686	4,590
USES-OPERATING EXPENDITURES				
Salaries And Wages	195,863	260,450	273,929	13,479
Fringe Benefits	44,333	54,198	49,746	(4,452)
Professional & Contractual Services	33,082	60,000	31,771	(28,229)
Materials And Supplies	5,406	4,245	4,245	0
Services Of Other Departments	132,196	141,203	164,995	23,792
Uses-operating Expenditure Total	410,880	520,096	524,686	4,590
EXPENDITURE BY PROGRAM RECAP				
Law Library	410,880	520,096	524,686	4,590
Expenditure By Program Recap Total	410,880	520,096	524,686	4,590

Mayor

Mission The mission of the Mayor's Office is to ensure that the City and County of San Francisco is a place where all residents can live, work, and play in a safe, prosperous, and humane environment.

Services Services of the Mayor's Office include Neighborhood Services, Finance and Legislative Affairs, Community Development, the Criminal Justice Council, Emergency Services, Housing, and Press and HIV and AIDS policy. The Mayor's Office also includes the Neighborhood Beautification Fund, Grants for the Arts, the Film and Video Arts Commission, and San Francisco YouthWorks.

For more information, call (415) 554-7111

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$112,101,339	\$77,007,107	\$35,327,653	(\$41,679,454)	(54.12%)
Total FTE	76.78	75.255	72.39	(2.86)	(3.80%)

Budget Issues and Details

Budgeting Prudently in Difficult Times

- ◆ The 2002-2003 budget has been one of the most challenging of the Mayor's administration. The economic downturn has resulted in far lower than expected tax revenues, creating a mid-year \$75 million tax revenue shortfall in 2001-2002 and a \$175 million shortfall for 2002-2003, with state budget cuts of up to \$30 million still pending.
- ◆ Through prudent budgeting and optimal use of available resources, the Mayor has sought to maintain critical programs and services in 2002-2003. Strategies for managing the budget shortfall include use of alternate funding sources, appropriating available reserves and careful spending controls. In spite of these constraints the Mayor managed to fund a \$30 million strategic reserve and to maintain funding for some of the City's most critical services, including public health and affordable housing.

Maintaining A Healthy City

- ◆ The economic downturn has resulted in unprecedented demand for quality health-care for the City's most vulnerable residents. Since the beginning of his administration, the Mayor has made healthcare one of his highest priorities. Through careful budgeting and the reallocation of resources, the Mayor has been able to add health services in crucial areas, targeting the disadvantaged. In 2002-2003, the Department of Public Health, in coordination with other city departments, will expand access to healthcare, including funding increases to the Healthy Kids program, which provides health insurance to 4,000 uninsured children and funding increases for psychiatric in-patient services and children's mental health programs.

Meeting the Need for Housing

- ◆ The Mayor continues to direct all department heads to maximize and expand any funding available for housing programs. In 2002-2003, the combined budgets of the Mayor's Office of Housing and the Redevelopment Agency includes \$115 million in affordable housing funds, \$57.5 million of which are new funds. The Redevelopment Agency will spend \$31 million on new projects, including over \$13 million for acquisitions in the Bayview-Hunters Point and South of Market areas. These funds will produce over 3,000 units or beds of affordable housing.
- ◆ The proposed 2002-2003 budget includes increased funding for transitional housing and housing-support programs. The budget also increases funding for mental-health and substance-abuse services in homeless shelters and for supportive hotel programs and residential care homes for mental health clients.

Investment in the Future

- ◆ The Mayor's budget invests in the City's future capital needs, including \$63 million for constructing, repairing and improving the City's public utilities. The budget also allocates \$23.3 million to renovate, expand, and begin construction on new neighborhood branch libraries; \$25.3 million to renovate and expand neighborhood recreation centers and parks; and \$13 million to improve public health clinics. These investments in San Francisco's infrastructure will provide better services to the City's neighborhoods and families.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Affordable Housing				
Provide affordable housing				
◆ Number of new units and beds acquired, constructed and/or rehabilitated supported by financial commitments	2,162	1,200	1,139	100
◆ Number of low-moderate income rental units completed with public financial assistance	703	700	714	500
Assistance & Neighborhood Outreach				
Respond to citizens				
◆ Number of constituent inquiries responded to	2,600	3,000	3,500	3,000
◆ Number served during Open Door Days	250	250	250	250
Criminal Justice				
Fund public safety programs				
◆ Amount of state and federal grants secured, in millions	\$7.3	\$8.0	\$10.2	\$7.5
Finance & Legislative Affairs				
Improve and maintain the City's bond rating				
◆ General Obligation Bond rating--Fitch	AA	AA	AA	AA
◆ G. O. Bond rating--Moody's	Aa3	Aa3	Aa3	Aa3
◆ G. O. Bond rating--Standard and Poor's	AA	AA	AA	AA
Provide realistic budget				
◆ Number of General Fund supplemental appropriations (other than bond issues and Board-initiated Supplementals)	8	5	4	4
Grants For The Arts				
Promote and support San Francisco's arts and cultural programs				
◆ Number of arts and cultural organizations served	400	n/a	426	456
◆ Number of continuing Grants for the Arts grantees	207	n/a	215	215
Office Of Emergency Service				
Promote community preparedness for emergencies				
◆ Number of preparedness presentations made	57	60	66	70

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	151.78	150.65	146.39	(4.26)
Non-operating Positions (funded By Capital/other)	(75.00)	(75.40)	(74.00)	1.40
Net Operating Positions	76.78	75.25	72.39	(2.86)

SOURCES

Local Taxes	22,852,559	24,443,100	22,604,000	(1,839,100)
Use Of Money Or Property	1,634,031	0	240,000	240,000
Intergovernmental Revenue - Federal	1,940,950	272,537	1,758,595	1,486,058
Intergovernmental Revenue - State	1,112,448	2,568,589	998,462	(1,570,127)
Intergovernmental Revenue - Other	114,257	0	0	0
Charges For Services	119,823	124,618	136,290	11,672
Other Revenues	59,996,387	0	0	0
Transfers In	585,174	0	0	0
Expenditure Recovery	1,212,315	1,115,049	1,338,788	223,739
Fund Balance	12,620,686	40,136,195	445,361	(39,690,834)
General Fund Support	9,912,709	8,347,019	7,806,157	(540,862)
Sources Total	112,101,339	77,007,107	35,327,653	(41,679,454)

USES-OPERATING EXPENDITURES

Salaries And Wages	4,919,525	5,305,763	5,588,051	282,288
Fringe Benefits	1,163,760	1,240,861	1,137,909	(102,952)
Professional & Contractual Services	9,075,198	3,890,213	3,126,188	(764,025)
Aid Assistance	36,631,445	58,114,131	15,386,467	(42,727,664)
Materials And Supplies	341,140	290,701	261,929	(28,772)
Equipment	52,256	0	0	0
Debt Service	370,664	0	0	0
Services Of Other Departments	1,863,090	1,714,965	4,105,033	2,390,068
Transfers Out	697,214	483,076	286,076	(197,000)
Budgetary Reserves	54,432,901	0	0	0
Uses-operating Expenditure Total	109,547,193	71,039,710	29,891,653	(41,148,057)

USES-PROJECT EXPENDITURES

Capital Projects	2,554,146	5,967,397	5,436,000	(531,397)
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TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	<u>Proposed vs Revised</u>
Uses-project Expenditure Total	2,554,146	5,967,397	5,436,000	(531,397)
EXPENDITURE BY PROGRAM RECAP				
Affordable Housing	2,554,146	5,967,397	5,436,000	(531,397)
Assistance & Neighborhood Outreach	1,486,773	1,355,308	1,392,971	37,663
City Administration	5,335,566	4,934,643	4,894,110	(40,533)
Community Development	82,166,804	40,375,000	0	(40,375,000)
Criminal Justice	4,475,635	4,018,824	4,102,339	83,515
Finance & Legislative Affairs	680,654	845,489	907,384	61,895
Grants For The Arts	14,090,281	17,459,615	16,123,039	(1,336,576)
Neighborhood Beautification	769,994	736,195	1,145,361	409,166
Office Of Emergency Service	541,486	1,314,636	1,326,449	11,813
Expenditure By Program Recap Total	112,101,339	77,007,107	35,327,653	(41,679,454)

MUNICIPAL TRANSPORTATION AGENCY—MUNICIPAL RAILWAY

Mission

The mission of the Municipal Transportation Agency—Municipal Railway is to provide convenient, effective, safe, and efficient public transportation and traffic services for the City and County of San Francisco.

Services

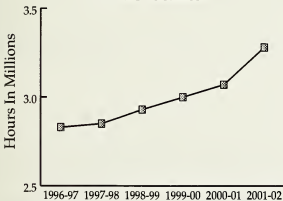
The agency provides trolley bus, motor coach, light rail, cable car, historic cars, and paratransit services within the City and County of San Francisco.

For more information, call (415) 673-6864.

Budget Data Summary

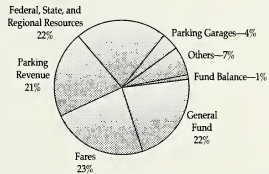
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$418,148,284	\$454,939,468	\$443,724,511	(\$11,214,957)	(2.47%)
Total FTE	3,960.56	4,085.50	4,057.75	(27.75)	(0.68%)

Hours of Service



Since 1996-1997, the department has consistently increased the number of service hours to the public. Although the department has made some service adjustments in 2002-2003, service hours are not anticipated to decline.

Revenue Sources



In the department's 2002-2003 budget, fare revenues comprise approximately 23 percent, while parking-related taxes, fees, and citations account for approximately 26 percent of department revenues.

Budget Issues and Details

Implementing Proposition E

- ◆ In November 1999, San Francisco voters approved Proposition E, a Charter amendment that changed the funding, operation, and governance of the City's transit system. Proposition E merged the Public Transportation Commission and the Parking and Traffic Commission into a new Municipal Transportation Agency beginning in 2002. The proposition adds management flexibility enabling the new

agency to manage its own collective bargaining with “service critical” employee unions and most purchasing and service contracts. Both existing commissions will collaborate to achieve a gradual and smooth transition into the new agency, which, by merging resources, should result in greater efficiency. To aid the transition and provide future service stability, voters approved a dedicated funding mechanism—the Municipal Transportation Fund—which sets a minimum annual contribution from the City’s General Fund.

Improving Efficiency

- ◆ Despite declining revenues and decreased City General Fund support, the agency has balanced the 2002-2003 budget without increasing fares or imposing layoffs. Its 2002-2003 budget proposes efficiency measures and short-term adjustments, such as making management changes and minor service adjustments, limiting non-personnel expenditures, deferring various initiatives, reducing overtime expenses, and holding positions vacant. The agency has also pursued using federal capital funds for preventive maintenance. Federal regulations allow capital programming funds to support preventive maintenance expenses for up to two years.

Continuing Service Delivery

- ◆ The agency has increased service over the past four years, and transit service for 2002-2003 will continue to remain above service levels in recent years. Service changes resulting from budget adjustments focus primarily on more efficient scheduling rather than service reductions. Funds have also been specifically directed to maintaining the cleanliness and appearance of the agency’s vehicles and paratransit services for the disabled.

Maintaining System Safety

- ◆ Safety remains a high priority at the Municipal Transportation Agency. Continued safety efforts include Police Department support, video surveillance, security at the agency’s portals and facilities, and the Transit Assistant Program. Other high priorities are to provide community-based staff to ride public transportation in areas with high occurrences of graffiti, juvenile disturbances, and assault.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Maintenance				
Maintain or improve customer satisfaction				
♦ Average rating of vehicle cleanliness by residents of San Francisco (1=very good, 5=very poor)	3.23	3.00	3.13	3.00
Provide reliable service by maintaining no less than 98.5% vehicle availability by mode				
♦ Percentage of Motor Coaches available for service	97.7%	98.5%	98.4%	98.5%
♦ Percentage of Trolley Coaches available for service	99.2%	98.5%	98.8%	98.5%
♦ Percentage of Light Rail vehicles available for service	97.5%	98.5%	99.3%	98.5%
♦ Percentage of PCC Rail vehicles available for service	98.8%	98.5%	100.0%	98.5%
♦ Percentage of Cable Cars available for service	100.0%	98.5%	100.0%	98.5%
Safety, Security & Training				
Improve the safety of passengers, drivers, pedestrians, and others				
♦ Average rating of safety on MUNI by residents of San Francisco (1=very good, 5=very poor)	2.94	2.80	2.76	2.70
Transportation				
Maintain or improve customer satisfaction				
♦ Average rating of driver courtesy by residents of San Francisco (1=very good, 5=very poor)	2.81	2.50	2.80	2.50
Provide reliable and timely transit service				
♦ Average rating of Muni's timeliness and reliability by residents of San Francisco (1=very good; 5=very poor)	3.22	3.00	3.06	2.80
♦ Percentage of vehicles that run on time according to published schedules (no more than 4 minutes late or 1 minute early) measured at terminals and established intermediate points	55%	70%	71%	75%
♦ Percentage of scheduled service hours delivered	94%	97%	97%	97%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	4,284.56	4,454.25	4,425.50	(28.75)
Non-operating Positions (funded By Capital/other)	(324.00)	(368.75)	(367.75)	1.00
Net Operating Positions	3,960.56	4,085.50	4,057.75	(27.75)
SOURCES				
Local Taxes	22,554,402	23,348,000	22,900,000	(448,000)
Licenses And Fines	65,616,656	63,250,000	65,250,000	2,000,000
Use Of Money Or Property	26,890,655	26,376,553	24,517,786	(1,858,767)
Intergovernmental Revenue - Federal	5,797,362	3,280,000	13,510,819	10,230,819
Intergovernmental Revenue - State	27,650,000	30,978,638	33,436,117	2,457,479
Intergovernmental Revenue - Other	51,969,625	69,345,985	51,649,896	(17,696,089)
Charges For Services	113,248,865	126,050,187	121,825,139	(4,225,048)
Other Revenues	2,802,387	0	657,000	657,000
Transfers In	97,321,671	98,035,409	100,792,000	2,756,591
Expenditure Recovery	1,379,229	5,312,864	5,249,576	(63,288)
Fund Balance	2,917,432	8,961,832	3,936,178	(5,025,654)
Sources Total	418,148,284	454,939,468	443,724,511	(11,214,957)
USES-OPERATING EXPENDITURES				
Salaries And Wages	242,061,613	247,741,572	257,192,157	9,450,585
Fringe Benefits	61,901,765	65,917,013	67,775,022	1,858,009
Overhead	16,855	0	0	0
Professional & Contractual Services	38,212,636	77,029,769	65,389,706	(11,640,063)
Materials And Supplies	34,697,324	36,929,001	30,631,862	(6,297,139)
Equipment	864,505	1,731,546	804,584	(926,962)
Services Of Other Departments	35,464,353	21,090,567	21,531,180	440,613
Budgetary Reserves	4,194,753	0	0	0
Uses-operating Expenditure Total	417,413,804	450,439,468	443,324,511	(7,114,957)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	350,636	400,000	400,000	0
Capital Projects	383,844	4,100,000	0	(4,100,000)
Uses-project Expenditure Total	734,480	4,500,000	400,000	(4,100,000)

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
EXPENDITURE BY PROGRAM RECAP				
Capital Planning & Legislative	8,998,595	1,788,919	1,025,145	(763,774)
Central Services	0	0	72,616,419	72,616,419
Chief Operating Officer	12,829,845	22,750,324	14,506,452	(8,243,872)
Construction	420,333	3,639,207	3,928,513	289,306
Finance And Administration	49,378,671	57,350,558	16,688,028	(40,662,530)
Human Resources	20,533,230	26,742,317	6,585,655	(20,156,662)
Maintenance	117,839,878	126,304,650	121,686,628	(4,618,022)
Municipal Railway Exec Office	20,545,012	20,800,950	3,343,868	(17,457,082)
Safety, Security & Training	13,414,239	16,266,052	13,127,080	(3,138,972)
Transportation	174,188,481	179,296,491	190,216,723	10,920,232
Expenditure By Program Recap Total	418,148,284	454,939,468	443,724,511	(11,214,957)

MUNICIPAL TRANSPORTATION AGENCY—PARKING AND TRAFFIC

Mission The mission of the Municipal Transportation Agency—Parking and Traffic—is to make city streets safe for motorists, public transit vehicles, bicyclists, and pedestrians, and to develop solutions to parking issues that affect residential and commercial neighborhoods.

Services The agency enforces all local and state parking laws; issues parking permits; manages city-owned parking garages; installs and maintains traffic signals, parking meters, traffic signs, and street markings; coordinates safe traffic flow at school for high-use transit corridors, and in neighborhoods and commercial districts; and processes and adjudicates all parking citation and tow appeals.

For more information, call (415) 554-9811.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$64,406,192	\$62,541,755	\$65,249,006	\$2,707,251	4.33%
Total FTE	547.20	543.39	518.02	(25.37)	(4.67%)

Budget Issues and Details

Implementing Proposition E

- ◆ In November 1999, San Francisco voters approved Proposition E, a Charter amendment that changed the funding, operation, and governance of the City's transit system. Proposition E merged the Parking and Traffic Commission and the Public Transportation Commission into a new Municipal Transportation Agency beginning in 2002. The proposition adds management flexibility enabling the new agency to manage its own collective bargaining with "service critical" employee unions and most purchasing and service contracts. Both existing commissions will collaborate to achieve a gradual and smooth transition into the new agency, which, by merging resources, should result in greater efficiency. To aid the transition and provide future service stability, voters approved a dedicated funding mechanism—the Municipal Transportation Fund—which sets a minimum annual contribution from the City's General Fund.

Installing Digital Parking Meters

- ◆ San Francisco's current parking meter infrastructure is more than 27 years old. An antiquated, mechanical system, these meters are prone to theft and vandalism and often incur high maintenance costs. The revenue loss from mechanical meters accelerates each year. A new digital meter system ("e-meters") will replace all existing meters and improve revenue collection from parking meters, because e-meters are more easily maintained and less prone to theft. Full implementation will occur during approximately nine months in 2002-2003; upon installation, e-meters will begin collecting revenue immediately.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Enforcement				
Respond quickly to traffic impediments				
♦ Percentage of abandoned vehicles reported for removal that are marked within one working day	79%	87%	85%	87%
♦ Percentage of driveway tows responded to within 30 minutes of report	35%	38%	35%	38%
Parking Citations				
Reduce customer waiting time				
♦ Average wait time for walk-in customers to talk to a clerk in the Citation Division, in minutes	10	8	10	8
♦ Average wait time to see a Hearing Officer in the Hearing Division for an administrative citation hearing, in minutes	20	13	20	15
Residential Permit Parking				
Reduce customer waiting time				
♦ Average wait time for walk-in customers to talk to a clerk in the resident permit parking program, in minutes	30	15	22	15
♦ Average number of days to mail parking permits after receipt of application	19	10	16	10
Traffic Engineering & Operation				
Respond quickly to complaints of hazardous conditions				
♦ Traffic signage -- percentage of hazardous conditions complaints responded to within 24 hours of notification	87%	87%	87%	88%
♦ Traffic signals -- percentage of hazardous condition complaints responded to within 24 hours of notification	75%	90%	75%	77%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	621.45	626.39	601.02	(25.37)
Non-operating Positions (funded By Capital/other)	(74.25)	(83.00)	(83.00)	0.00
Net Operating Positions	547.20	543.39	518.02	(25.37)
SOURCES				
Licenses And Fines	7,341,683	5,308,108	5,498,432	190,324
Use Of Money Or Property	11,395,763	11,610,384	15,651,423	4,041,039
Intergovernmental Revenue - State	4,297,952	3,792,184	3,792,184	0
Charges For Services	4,078,998	3,345,811	3,380,010	34,199
Other Revenues	14,182	10,000	10,000	0
Transfers In	33,440,421	38,215,768	36,654,457	(1,561,311)
Expenditure Recovery	3,421,137	259,500	262,500	3,000
Fund Balance	416,056	0	0	0
General Fund Support	0	0	0	0
Sources Total	64,406,192	62,541,755	65,249,006	2,707,251
USES-OPERATING EXPENDITURES				
Salaries And Wages	26,444,185	27,096,863	27,198,979	102,116
Fringe Benefits	7,071,194	7,064,261	6,568,922	(495,339)
Overhead	2,969,827	318,776	316,652	(2,124)
Professional & Contractual Services	16,468,489	12,891,657	14,430,835	1,539,178
Materials And Supplies	1,546,065	1,341,292	1,310,862	(30,430)
Equipment	548,160	1,073,726	1,126,678	52,952
Debt Service	(12)	2,866,675	6,886,356	4,019,681
Services Of Other Departments	7,492,301	7,093,218	6,409,722	(683,496)
Uses-operating Expenditure Total	62,540,209	59,746,468	64,249,006	4,502,538
USES-PROJECT EXPENDITURES				
Facilities Maintenance	338,898	290,000	270,000	(20,000)
Capital Projects	1,527,085	2,505,287	730,000	(1,775,287)
Uses-project Expenditure Total	1,865,983	2,795,287	1,000,000	(1,795,287)
EXPENDITURE BY PROGRAM RECAP				
Administration	5,540,348	3,868,618	3,713,137	(155,481)
Enforcement	25,094,466	26,591,602	26,792,490	200,888
Parking	6,995,903	7,074,617	11,404,598	4,329,981
Parking Citations	11,856,336	10,597,797	10,704,748	106,951
Residential Permit Parking	782,338	887,848	902,000	14,152
Traffic Engineering & Operation	14,136,801	13,521,273	11,732,033	(1,789,240)
Expenditure By Program Recap Total	64,406,192	62,541,755	65,249,006	2,707,251

POLICE

Mission

The mission of the Police Department is to provide residents and visitors of San Francisco with a safe community by maintaining a well-trained staff knowledgeable in the department's procedures to efficiently and effectively prevent and investigate crime.

Services

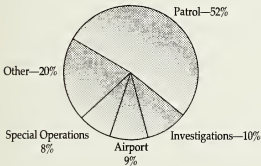
The Police Department enforces and investigates violations of national, state and local laws through proactive foot, vehicle, horse, and bike patrols; provides emergency response to reported incidents; and operates 10 district stations, a crime laboratory, and a training academy.

For more information, call (415) 553-1651.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$281,572,137	\$283,883,329	\$308,399,626	\$24,516,297	8.64%
Total FTE	2,776.71	2,748.07	2,704.58	(43.49)	(1.58%)

Expenditures By Program



The Police Department devotes over 60 percent of its resources to the core services of patrol and investigations. Providing security at San Francisco International Airport accounts for an additional 9 percent of the department's budget.

Annual Expenditures



Funding for the Police Department has increased over the past five years, reflecting efforts to achieve and maintain full staffing in the department.

Budget Issues and Details

Maintaining Staffing Levels

- ◆ The Police Department continually strives to work with the community to provide the highest degree of safety and service to all San Franciscans. The department recognizes that staffing levels, particularly in the patrol, investigation, and

neighborhood policing units, have an impact on street-level services. To ensure that the Police Department can continue to serve the community effectively, the Mayor's budget includes funding to hire 80 officers in 2002-2003. Additionally, the department has applied for a federal grant to hire 50 more police officers during the fiscal year.

Continuing to Improve the Crime Laboratory

- ◆ In 2001-2002, the Police crime laboratory received full staff and funding to provide state-of-the-art scientific analysis of evidence. Now fully operational, the lab has achieved a series of "cold hits" on previously unsolved cases, submitting forensic evidence to national databases and using the results to track down suspects and solve cases. The lab will receive additional funding in 2002-2003 to implement major facility improvements and purchase additional analytical instruments to enhance the security and integrity of physical evidence.

Funding Enhanced Equipment and Technology

- ◆ The Police Department relies upon its patrol fleet and state-of-the-art technology to serve the citizens of San Francisco. The Mayor's proposed budget includes nearly \$4 million to provide equipment to the department, including funding to maintain the department's regular replacement program for vehicles. In addition, the budget funds the replacement of more than 120 mobile data terminals. Officers use these data terminals (i.e., laptop computers mounted in their cars), to receive calls for service, to request information on suspects and cars, and to communicate with the Emergency Communications Department.
- ◆ In 2002-2003, the Police Department will sell surplus property and equipment to help fund one-time equipment and technology costs.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Investigations				
Efficiently and effectively investigate crime				
◆ Number of UCR Part I violent crimes cleared	2,073	n/a	2,135	2,177
◆ Percentage of UCR Part I violent crimes cleared	33%	n/a	34%	35%
◆ Number of UCR Part I property crimes cleared	4,071	n/a	4,193	4,276
◆ Percentage of UCR Part I property crimes cleared	11%	n/a	12%	13%
Patrol				
Arrest perpetrators of crimes				
◆ Total arrests for Part I violent crime	2,920	2,960	3,007	3,067
◆ Total arrests for Part I property crimes	4,628	4,270	4,766	4,861
Ensure the safety of citizens				
◆ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the day	69%	75%	78%	80%
◆ Percentage of San Franciscans who report feeling safe or very safe walking alone in their neighborhoods during the night	40%	45%	49%	50%
Respond timely to calls for emergency assistance				
◆ Number of police calls resulting in a police unit being dispatched	650,581	n/a	1,078,764	1,089,551
◆ Average time from receipt of top priority call to arrival on scene, in seconds	618	n/a	595	585
Special Operations				
Reduce traffic accidents and ensure pedestrian safety				
◆ Number of traffic accidents that result in injuries	3,938	n/a	3,819	3,742
◆ Percentage of San Franciscans who report feeling safe or very safe crossing the street	34%	n/a	42%	45%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	2,789.86	2,749.07	2,705.58	(43.49)
Non-operating Positions (funded By Capital/other)	(13.15)	(1.00)	(1.00)	0.00
Net Operating Positions	2,776.71	2,748.07	2,704.58	(43.49)
SOURCES				
Licenses And Fines	2,150,022	2,068,980	1,871,030	(197,950)
Use Of Money Or Property	102,566	0	67,200	67,200
Intergovernmental Revenue - Federal	5,131,620	3,235,374	760,377	(2,474,997)
Intergovernmental Revenue - State	37,097,549	38,201,378	37,388,612	(812,766)
Charges For Services	1,597,331	1,410,901	1,937,901	527,000
Other Revenues	(16,818)	0	11,000,000	11,000,000
Expenditure Recovery	2,115,355	2,447,284	3,001,414	554,130
Fund Balance	5,186,066	1,194,785	867,951	(326,834)
Departmental Transfer Adjustment	24,870,550	26,392,286	27,108,162	715,876
General Fund Support	203,337,896	208,932,341	224,396,979	15,464,638
Sources Total	281,572,137	283,883,329	308,399,626	24,516,297
USES-OPERATING EXPENDITURES				
Salaries And Wages	202,217,644	208,977,988	236,201,844	27,223,856
Fringe Benefits	29,899,756	32,685,755	31,381,269	(1,304,486)
Professional & Contractual Services	11,245,222	8,516,968	7,706,950	(810,018)
Materials And Supplies	4,386,139	4,356,421	4,753,713	397,292
Equipment	9,524,051	6,468,207	5,800,552	(667,655)
Services Of Other Departments	23,670,325	22,767,990	22,261,298	(506,692)
Uses-operating Expenditure Total	280,943,137	283,773,329	308,105,626	24,332,297
USES-PROJECT EXPENDITURES				
Facilities Maintenance	104,513	110,000	110,000	0
Capital Projects	524,487	0	184,000	184,000
Uses-project Expenditure Total	629,000	110,000	294,000	184,000
EXPENDITURE BY PROGRAM RECAP				
Airport Police	24,870,550	27,273,316	27,108,162	(165,154)
Federal Transportation Security	0	0	9,500,000	9,500,000
Fingerprint	5,219,134	2,000,000	1,864,264	(135,736)
Investigations	40,045,868	28,882,059	30,141,544	1,259,485
Narcotics Forfeiture	881,408	466,363	581,935	115,572
Office Of Citizen Complaints	2,542,635	2,854,045	2,945,392	91,347
Operations And Administration	55,423,543	49,358,775	49,661,769	302,994
Patrol	146,165,141	143,514,176	154,839,933	11,325,757
Police Operations	72,736	100,000	374,610	274,610
Police Services	0	0	110,000	110,000
Recruitment And Examination	1,713,949	1,878,005	1,860,916	(17,089)

PORT

Mission

The mission of the Port of San Francisco is to promote a balance of maritime, recreational, industrial, transportation, public access, and commercial activities on a self-supporting basis through its management and development of the waterfront.

Services

The Port leases and manages commercial, industrial, and maritime properties and provides waterfront access and recreational activities for the benefit of the public.

For more information, call (415) 274-0400.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$60,083,208	\$89,053,029	\$55,575,066	(\$33,477,963)	(37.59%)
Total FTE	228.12	240.72	235.44	(5.18)	(2.15%)

Budget Issues and Details

Continuing Historic Preservation Projects

- ◆ Redeveloping the historic Ferry Building, a National Register and City Landmark, is scheduled for completion in the fall of 2002. At the heart of the waterfront, this project will restore the Ferry Building to its former grandeur and will include a ground-floor marketplace, including retail food shops, restaurants, transportation, and public uses totaling approximately 100,000 square feet. The two upper floors will include office facilities, the Port Commission Meeting Room, and circulation areas totaling approximately 170,000 square feet.
- ◆ In 2002-2003, construction is expected to begin on the "Piers 1½ through 5 Mixed Use Preservation Project." Immediately north of the Ferry Building, this project will include preservation and rehabilitation of the historic bulkhead buildings, extensive public access walkways along the water, four food-service establishments, new offices on the upper floors, a water-taxi landing, guest docks, transient boat berthing, and a ticket office for Hornblower Dining Yachts.

Preserving San Francisco's Maritime Industrial Base

- ◆ Commercial fishing and fish processing is an important component of the Port's diversified revenue base. As mandated by state law to promote and support

maritime industries, the Port continues to improve and expand facilities to serve the fishing industries. In the fourth quarter of 2002, the Port expects to begin construction of new fish-processing facilities at Pier 45 Shed C. This facility will provide a modern, environmentally-sanctioned location for the expansion of the fish-processing industry. The Port secured additional funding for this project through a California State grant.

Continuing to Market the Campaign for Fisherman's Wharf

- ◆ Recognizing the drastic decline in tourism in the City and across the country following the events of September 11, 2001, the Port embarked upon a marketing campaign to boost tourism in San Francisco and to increase business at Fisherman's Wharf. The marketing campaign targets the Bay Area regional markets and includes a combination of print advertising, television spots on cable channels throughout Northern California, and a new banner program from Hyde Street Harbor to Pier 39. The Rediscover San Francisco and Fisherman's Wharf Campaign is designed to reach people who can drive to or take a ferry to San Francisco from regional areas such as Sacramento, the East Bay, the Peninsula, and Contra Costa County. The campaign depicts restaurants, shops, maritime activities, and educational attractions at Fisherman's Wharf, reminding people to rediscover what is in their own backyards.

Maintaining Port Properties

- ◆ The 2002-2003 capital budget includes funding for needed repairs to the Port's Cruise terminal facility at Pier 35, the installation of a sewer line along Amador Street, and additional funding for the repair of the fender system at Pier 80, the Port's main cargo-handling facility.
- ◆ The capital budget also includes funding for dredging maintenance at Fisherman's Wharf, the Cruise Terminal at Pier 35, Pier 80, and Pier 92. Periodic dredging is needed for the continued operations of all Port maritime facilities. Also included in the capital budget are required funds for the Port's 2002-2003 contribution to the San Francisco Bay Conservation Development Commission Special Area Plan Fund for pier removals and specific public-access improvements.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Maintain or improve the Port's access to the capital markets				
♦ The Port's debt service coverage ratio	3.02	3.50	1.80	2.00
Facilities & Operations				
Maintain operational reliability of container cranes				
♦ Percentage of time container cranes are available	99.54%	99.50%	99.50%	99.50%
Maritime				
Increase the volume of cargo shipping				
♦ Total cargo tonnage	2,063,000	2,276,400	2,470,000	2,470,000
Planning & Development				
Increase and enhance the public's access to the waterfront				
♦ Total square footage of public space and new open water areas on Port property	2,192,365	2,407,865	2,311,395	2,491,237
Real Estate & Asset Management				
Achieve maximum revenue from leasing activities				
♦ Amount of revenue earned from commercial/industrial rent and parking, in millions	\$37.83	n/a	\$38.25	\$37.84
♦ Annual percentage increase to real estate revenues from commercial/industrial rent and parking	5.11%	0.82%	1.11%	-1.06%

TOTAL BUDGET - HISTORICAL COMPARISON

	<u>2000-2001 Actual</u>	<u>2001-2002 Revised</u>	<u>2002-2003 Proposed</u>	<u>Proposed vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	228.12	240.72	246.79	6.07
Non-operating Positions (funded By Capital/other)	0.00	0.00	(11.25)	(11.25)
Net Operating Positions	228.12	240.72	235.54	(5.18)
SOURCES				
Licenses And Fines	1,200,000	1,200,000	1,200,000	0
Use Of Money Or Property	42,174,444	39,638,000	39,012,000	(626,000)
Charges For Services	3,852,900	8,788,000	8,675,500	(112,500)
Other Revenues	3,418,535	890,000	285,000	(605,000)
Expenditure Recovery	68,427	(486,500)	99,800	586,300
Fund Balance	11,292,571	40,530,129	8,129,354	(32,400,775)
Departmental Transfer Adjustment	(1,923,669)	(1,506,600)	(1,826,588)	(319,988)
Sources Total	60,083,208	89,053,029	55,575,066	(33,477,963)
USES-OPERATING EXPENDITURES				
Salaries And Wages	14,972,196	17,404,390	18,125,213	720,823
Fringe Benefits	3,852,913	4,568,134	4,397,435	(170,699)
Overhead	508,541	652,541	728,426	75,885
Professional & Contractual Services	5,649,104	6,864,168	6,988,286	124,118
Materials And Supplies	2,059,754	1,995,640	1,445,046	(550,594)
Equipment	934,588	1,181,425	90,000	(1,091,425)
Debt Service	8,728,662	15,707,546	7,029,240	(8,678,306)
Services Of Other Departments	5,450,691	7,423,309	9,750,763	2,327,454
Transfers Out	276,465	293,534	313,457	19,923
Uses-operating Expenditure Total	42,432,914	56,090,687	48,867,866	(7,222,821)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	691,061	802,900	835,200	32,300
Capital Projects	16,959,233	32,159,442	5,872,000	(26,287,442)
Uses-project Expenditure Total	17,650,294	32,962,342	6,707,200	(26,255,142)
EXPENDITURE BY PROGRAM RECAP				
Administration	20,436,814	29,263,165	19,405,471	(9,857,694)
Facilities & Operations	31,712,270	48,101,196	22,459,207	(25,641,989)
Maritime	1,483,716	1,526,777	1,673,149	146,372
Planning & Development	1,453,923	2,124,956	1,991,453	(133,503)
Real Estate & Asset Management	4,996,485	8,036,935	10,045,786	2,008,851
Expenditure By Program Recap Total	60,083,208	89,053,029	55,575,066	(33,477,963)

PUBLIC DEFENDER

Mission The mission of the Public Defender's Office is to deliver competent, effective, and ethical legal representation to indigent persons accused of crimes and involved in conservatorship matters in San Francisco.

Services The Public Defender's Office provides constitutionally mandated representation to over 20,000 adult indigent clients and 1,000 juvenile clients each year. The office advises clients of their legal rights and defends clients' legal rights under the U.S. and California Constitutions throughout criminal, juvenile, and mental health proceedings and conservatorships. The office also provides representation in the City's drug court, domestic violence court, and mentor court. The office also provides expungement services to individuals who want to clear their criminal records or seek certificates of rehabilitation from the Governor.

For more information, call (415) 553-1671.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$12,390,989	\$13,232,725	\$13,233,630	\$905	0.01%
Total FTE	115.81	114.60	113.04	(1.56)	(1.36%)

Budget Issues and Details

Representing Juveniles

- ◆ Placing of juveniles, whether out-of-home or in the community, has become a major priority for the Public Defender's Office. The office is exploring means to expedite high-quality, appropriate placement for young clients who have had placement ordered by the Court. The conclusions of this research will lead to better services for juvenile clients.
- ◆ The office has initiated a collaborative program with San Francisco Bar Association attorneys to address young clients' educational needs. Juvenile clients are entitled by law to educational services that are often not provided to them by the public schools. The future success of these young people can be dramatically altered by this intervention, and the program will continue during 2002-2003.

Pursuing Grant Funding

- ◆ The office actively pursues grants to fund ongoing services and innovative projects. The office sought and received grants that will be used in 2002-2003 to place incarcerated juveniles in residential care facilities and group homes and avoid placement at the Youth Guidance Center. Another grant will be used to help wrongly convicted adults obtain their release.

Increasing Compliance with the Equal Access Ordinance

- ◆ The office is committed to translating essential documents into Spanish and Chinese. In addition, many non-essential documents are being translated into Spanish and Chinese to ensure effective communication with clients.

Providing a Development Program for Attorneys and Staff

- ◆ The Public Defender's Office will continue an innovative program of development and training for attorneys and staff at all levels. This formal program includes training for new attorneys, introductory training for newly hired attorneys, skills training for all attorneys, continuing education for all staff, and specialized training for felony attorneys and attorneys representing juveniles. In the first half of 2001-2002, the office conducted nearly twice as many training sessions as were conducted in the entire previous fiscal year. The continuation and expansion of this program has led to better representation of clients and has increased job satisfaction due to a higher level of professional performance.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Criminal And Special Defense				
Provide alternatives to incarceration				
◆ Number of clients participating in drug court	300	350	700	700
◆ Number of Drug Court participants completing treatment and obtaining dismissal of their cases	n/a	n/a	104	125
◆ Number of clients participating in mentor court	132	90	200	200
◆ Number of Mentor Court participants completing treatment and obtaining dismissal of their cases	n/a	n/a	25	30
Provide expungement services				
◆ Number of clients provided expungement services to clear their criminal records or to seek certificates of rehabilitation from the Governor under "Clean Slate"	632	550	1,300	1,300
◆ Number of motions filed on behalf of the clients under "Clean Slate"	n/a	n/a	364	400
◆ Number of clients seeking "Clean Slate" expungement program consultation via "drop-in" service	n/a	n/a	850	1,000
Represent defendants effectively				
◆ Number of felony matters handled	5,304	8,600	7,000	7,000
◆ Number of misdemeanor matters handled	20,169	8,800	24,000	24,000
◆ Number of mental health clients represented	2,989	2,900	2,868	3,000
◆ Number of juveniles represented	1,382	1,500	1,400	1,500

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	119.81	118.60	116.04	(2.56)
Non-operating Positions (funded By Capital/other)	(4.00)	(4.00)	(3.00)	1.00
Net Operating Positions	115.81	114.60	113.04	(1.56)
SOURCES				
Use Of Money Or Property	31,964	0	0	0
Intergovernmental Revenue - Federal	408,477	57,490	60,364	2,874
Charges For Services	40,000	0	0	0
Expenditure Recovery	0	100,000	100,000	0
Fund Balance	26,668	0	0	0
General Fund Support	11,883,880	13,075,235	13,073,266	(1,969)
Sources Total	12,390,989	13,232,725	13,233,630	905
USES-OPERATING EXPENDITURES				
Salaries And Wages	9,150,413	9,511,528	9,915,691	404,163
Fringe Benefits	2,018,248	2,101,669	1,862,123	(239,546)
Professional & Contractual Services	598,300	1,328,273	1,184,938	(143,335)
Materials And Supplies	37,909	38,305	38,305	0
Equipment	171,150	71,782	0	(71,782)
Services Of Other Departments	414,969	181,168	232,573	51,405
Uses-operating Expenditure Total	12,390,989	13,232,725	13,233,630	905
EXPENDITURE BY PROGRAM RECAP				
Criminal And Special Defense	11,955,844	13,175,235	13,173,266	(1,969)
Grant Services	435,145	57,490	60,364	2,874
Expenditure By Program Recap Total	12,390,989	13,232,725	13,233,630	905

PUBLIC HEALTH

Mission The mission of the Department of Public Health (DPH) is to protect and promote the health of all San Franciscans.

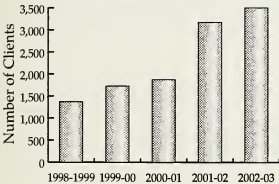
Services The Department of Public Health provides healthcare at San Francisco General Hospital (SFGH), Laguna Honda Hospital, community health centers, and for the county's jail population. The department also provides services for health promotion and prevention, maternal and child healthcare, HIV/AIDS programs, disease control, substance abuse treatment, mental health programs, environmental health, and housing and homeless assistance.

For more information, please call (415) 554-2500.

Budget Data Summary

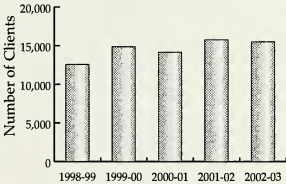
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$854,859,733	\$982,510,722	\$1,037,755,064	\$55,244,342	5.62%
Total FTE	6,067.75	6,192.41	6,352.74	160.33	2.59%

Housing Services



The Housing and Urban Health program includes community-based housing and support services and street-based harm reduction medical intervention for homeless and disabled persons to promote stability and wellness among people living with poverty, homelessness, and multiple health problems.

Substance Abuse Services



Substance-abuse services include residential, outpatient, and day treatment, as well as substance abuse outreach and prevention.

Budget Issues and Details

Expanding Universal Healthcare for Children

- ◆ The 2002-2003 budget for DPH includes funding to annualize the Healthy Kids program, which is administered through the San Francisco Health Plan. The program

provides health insurance to approximately 4,000 uninsured children in families with incomes within 300 percent of poverty.

Increasing Access to Mental Health Services

- ◆ The DPH budget includes funding to annualize supportive hotel programs and residential care homes for mental-health clients, increase state hospital psychiatric inpatient services to reflect current census findings, fund a crisis-resolution team in Psychiatric Emergency Services at SFGH, and expand state-funded therapeutic behavioral services for children's mental-health programs.

Purchasing Needed Equipment

- ◆ This proposed budget provides funding to purchase new and upgraded diagnostic and patient monitoring systems that will be used at SFGH, system improvements for the Vital Records program, new dental units for the Adult and Pediatric community dental programs, new exam tables that provide greater access for the disabled for use throughout the department, and network infrastructure upgrades to the clinical and patient data systems.

Enhancing Healthcare Services at SFGH

- ◆ The budgeted census at SFGH is increased by 22 beds to reflect average census results of the past two years. This staffing enhancement is funded with increased Medi-Cal reimbursement.
- ◆ The Mayor's 2002-2003 budget for DPH also includes a staff increase at Employee Occupational Health Services (EOHS) to reflect actual visits, which is funded by a rate increase and by increased revenues from other city departments that use the services provided by EOHS.
- ◆ The budget for DPH also accommodates increases to SFGH Trauma Services to comply with the standards of the SF Trauma Plan, funded through increased volume from trauma services. This increase is required to receive re-certification as a Level 1 Trauma Center in 2002-2003.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Health Promotion & Prevention				
Improve the dental health of children in San Francisco				
◆ Number of children who receive dental screening, education, or sealant	n/a	5,000	6,000	6,000
HIV/AIDS				
Increase the number of HIV counseling and testing sessions				
◆ Number of HIV counseling and testing sessions conducted	23,272	n/a	25,624	28,186
Housing & Urban Health				
Increase placements into supportive housing programs to reduce readmissions into psychiatric acute care				
◆ Number of unduplicated clients served by Department housing and housing-related programs	1,872	3,025	3,172	3,500
◆ Number of bed slots in housing programs	1,060	1,120	1,259	1,400
Laguna Honda - Long Term Care				
Provide long-term care services				
◆ Number of long-term patient days at LHH	384,263	386,170	384,704	385,075
Laguna Honda Hosp - Acute Care				
Provide acute care services				
◆ Number of patient days at Laguna Honda acute care and rehabilitation facilities	1,284	2,456	1,518	2,456
Mental Health - Children's Program				
Increase the number of high-risk children served in mental health treatment settings				
◆ San Francisco residents under 19 years of age receiving services provided by Children's Mental Health Services	4,483	5,200	4,500	4,500
Mental Health - Community Care				
Increase the number of indigent and unsponsored clients served				
◆ Number of uninsured indigent clients receiving mental health services	7,408	7,500	7,649	7,649

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Primary Care - Ambu Care - Health Cntrs				
Increase Pap smear screening of high risk women				
♦ Percentage of eligible women that receive a Pap smear screening	n/a	n/a	69%	74%
Increase reimbursement for targeted case management				
♦ Percentage of targeted case management claims disallowed	32%	20%	34%	30%
SFGH - Acute Care - Hospital				
Provide appropriate hospital care				
♦ Number of hospital inpatient days at SFGH	161,248	156,950	164,075	164,980
Reduce need for hospital treatment of intravenous drug related infections				
♦ Number of emergency room visits due to intravenous drug related infections	1,819	2,142	1,883	1,900
♦ Number of hospital days due to intravenous drug related infections	5,965	6,200	6,086	6,100
♦ Number of operating room procedures for intravenous drug related infections	286	565	250	200
Substance Abuse - Community Care				
Increase the number of clients served in the substance abuse treatment system				
♦ Number of San Francisco residents receiving substance abuse services	14,132	15,709	15,762	15,500
Provide substance abuse treatment in accordance with Proposition 36				
♦ Percent of Proposition 36 clients engaged in treatment	0%	80%	40%	88%
♦ Percentage of Proposition 36 clients completing treatment	0%	50%	15%	50%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	6,092.20	6,228.76	6,381.27	152.51
Non-operating Positions (funded By Capital/other)	(24.45)	(36.35)	(28.53)	7.82
Net Operating Positions	6,067.75	6,192.41	6,352.74	160.33
SOURCES				
Licenses And Fines	5,377,210	5,731,610	5,982,548	250,938
Use Of Money Or Property	478,063	88,853	88,853	0
Intergovernmental Revenue - Federal	63,229,281	57,316,871	79,464,187	22,147,316
Intergovernmental Revenue - State	226,004,981	242,805,289	246,560,925	3,755,636
Charges For Services	391,981,195	411,563,746	436,826,359	25,262,613
Other Revenues	7,306,228	5,835,547	15,918,672	10,083,125
Transfers In	3,361,320	0	0	0
Expenditure Recovery	18,529,690	20,938,373	16,613,992	(4,324,381)
Fund Balance	630,066	29,646,297	48,011,650	18,365,353
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
General Fund Support	236,186,357	306,808,794	286,512,536	(20,296,258)
Sources Total	854,859,733	982,510,722	1,037,755,064	55,244,342
USES-OPERATING EXPENDITURES				
Salaries And Wages	367,059,800	397,056,115	427,977,860	30,921,745
Fringe Benefits	87,800,975	95,668,158	97,967,747	2,299,589
Overhead	1,881,857	2,102,087	2,670,997	568,910
Professional & Contractual Services	382,525,263	441,685,711	466,331,625	24,645,914
Aid Assistance	22,500	45,000	0	(45,000)
Materials And Supplies	57,665,741	56,656,812	59,051,228	2,394,416
Equipment	3,502,474	3,806,314	1,166,991	(2,639,323)
Services Of Other Departments	40,538,910	44,744,886	31,905,624	(12,839,262)
Transfers Out	819,099	900,000	900,000	0
Budgetary Reserves	7,632,655	0	0	0
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
Uses-operating Expenditure Total	851,224,616	944,440,425	989,747,414	45,306,989
USES-PROJECT EXPENDITURES				
Facilities Maintenance	1,545,952	2,507,000	2,527,000	20,000

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
USES-PROJECT EXPENDITURES (CONTINUED)				
Capital Projects	2,089,165	35,563,297	45,480,650	9,917,353
Uses-project Expenditure Total	3,635,117	38,070,297	48,007,650	9,937,353
EXPENDITURE BY PROGRAM RECAP				
Administration	93,035,248	127,825,294	128,946,049	1,120,755
Children's Baseline	31,056,047	38,027,239	32,567,111	(5,460,128)
Disease Control	18,181,819	17,398,782	19,326,846	1,928,064
Emergency Medical Services Agency	1,603,487	1,792,007	1,762,882	(29,125)
Environmental Health Services	12,238,598	12,250,871	12,918,757	667,886
Health At Home	3,826,270	4,993,787	4,510,678	(483,109)
Health Promotion & Prevention	6,489,747	7,119,999	7,844,979	724,980
HIV/AIDS	66,686,546	64,896,676	69,776,041	4,879,365
Housing & Urban Health	6,886,663	9,373,481	8,751,155	(622,326)
Jail Health Services	22,982,483	24,218,413	25,136,281	917,868
Laguna Honda - Long Term Care	130,768,010	165,303,649	185,448,074	20,144,425
Laguna Honda Hosp - Acute Care	1,293,792	1,754,115	1,803,477	49,362
Laguna Honda Hosp - Comm Support Care	1,019,258	1,093,865	1,132,329	38,464
Maternal & Child Health	11,426,434	14,723,368	16,808,471	2,085,103
Mental Health - Acute Care	3,925,919	5,228,159	5,552,199	324,040
Mental Health - Children's Program	7,130,694	11,041,536	20,432,824	9,391,288
Mental Health - Community Care	86,949,080	100,751,401	108,588,810	7,837,409
Mental Health - Long Term Care	17,143,354	16,926,044	14,738,333	(2,187,711)
Occupational Safety & Health	1,126,093	1,332,525	1,270,225	(62,300)
Primary Care - Ambu Care - Health Cntrs	36,395,823	43,566,099	42,460,151	(1,105,948)
SFGH - Acute Care - Hospital	267,359,963	278,560,874	296,099,827	17,538,953
SFGH - Acute Care - Jails	1,932,892	2,188,430	2,100,921	(87,509)
SFGH - Acute Care - Psychiatry	28,412,878	24,176,274	23,412,530	(763,744)
SFGH - Ambu Care - Hospital Clinics	11,325,184	7,657,492	7,305,271	(352,221)
SFGH - Ambu Care - Methadone Clinic	866,310	1,695,192	1,659,733	(35,459)
SFGH - Ambu Care - Occupational Health	2,697,911	2,424,772	2,785,401	360,629
SFGH - Emergency - Psychiatric Services	4,127,097	4,377,468	4,409,650	32,182
SFGH - Emergency - Trauma	13,404,758	12,426,334	12,786,159	359,825
SFGH - Long Term Care - Mental Health Rehab	11,930,389	14,897,599	15,301,916	404,317
Substance Abuse - Community Care	50,861,644	62,713,635	60,342,642	(2,370,993)
Departmental Transfer Adjustment	(98,224,658)	(98,224,658)	(98,224,658)	0
Expenditure By Program Recap Total	854,859,733	982,510,722	1,037,755,064	55,244,342

PUBLIC LIBRARY

Mission The mission of the San Francisco Public Library is to provide free and equal access to information, independent learning services, and the City’s extensive collection of books and materials.

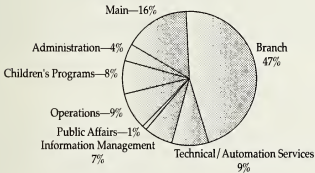
Services The Public Library operates the main library and 26 branch libraries and provides children’s reading programs, the bookmobile program, Project Read, Library on Wheels, and the Youth Guidance Center Collaborative.

For more information, call (415) 557-4400.

Budget Data Summary

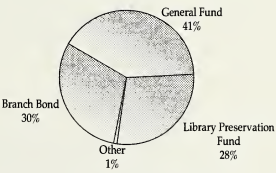
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$49,878,772	\$75,696,723	\$78,118,042	\$2,421,319	3.20%
Total FTE	599.04	611.82	616.15	4.33	0.71%

Program Expenditures



The chart above illustrates the Library’s expenditures by program area.

Revenue Sources



The chart above illustrates the Library’s varied sources of revenue. The Library Preservation Fund, created after the passage of Proposition E by San Francisco’s voters, now provides more than \$21 million for the Public Library’s operations.

Budget Issues and Details

Improving and Maintaining Library Facilities

- ◆ In November 2000, voters passed Proposition A, the Branch Library Improvement Bond measure. The bond program authorizes the sale of \$105,865,000 in General Obligation bonds to renovate 19 branch libraries, including upgrades for earthquake safety and disability access, interior renovations, and facility expansions. In 2001-2002, \$17.6 million in bonds were sold to fund planning of several branch projects and to acquire sites for four branches currently in leased

spaces (Ingleside, Portola, Visitacion Valley, and Glen Park). In 2002-2003, \$23.3 million in bonds will be sold to continue planning for and acquiring these projects and to initiate planning for six additional projects. Upcoming projects include the Excelsior, North Beach, Sunset, West Portal, and Bayview branches and the Support Services Center.

Upgrading Library Technology

- ◆ The Library has made a concerted effort to enhance public access to electronic resources and to information on the Internet. In low-income neighborhoods, in particular, the Library is often the only public facility to provide computer and Internet access. Continuing this effort in 2002-2003, the Library will spend \$200,000 for additional upgrades to the main branch's wide-area network (Internet) and \$326,000 to continue replacing obsolete personal computers, terminals, workstations, printers, and other equipment.
- ◆ With this budget, the Library will purchase and install three express checkout machines for the Mission branch. The machines are connected to the Library's online database of cardholders, and the catalog of materials and will enable patrons to check out materials without staff intervention. This will give Library staff more time to assist patrons and develop public programs.
- ◆ The Library will also invest \$600,000 annually for the next three years to replace its existing online catalog and inventory automation system with a new graphic, web-based integrated library system, consistent with industry standard. Once completed in 2003-2004, this new system will allow patrons to more easily access library holdings and electronic information and will enhance connectivity and bring the Library's automation system in line with those of other major libraries around the country.

Maintaining and Improving Library Services

- ◆ In 2002-2003, the Library will replace older high-maintenance microfilm machines in the main branch's San Francisco History Room and Newspaper/Magazine Center. The Library will also continue grant funding for the Tool Lending Center. To further its goal of providing equal access to services and information for all San Franciscans, the Library will increase spending for translation services in Chinese, Spanish, and Russian for its public notices, mailings, and announcements.
- ◆ The Library will expand services in two additional ways: by increasing funding for a librarian at the Youth Guidance Center, who will provide services to incarcerated youth at both the Guidance Center and the Log Cabin Ranch, and by hiring a librarian to begin program planning for the new Mission Bay branch.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Branch Libraries				
Ensure customer satisfaction with services and programs of the branch libraries				
♦ Number of questions answered annually	1,565,496	n/a	1,441,598	1,000,000
♦ Percentage of library users who rate their satisfaction with library assistance and services as satisfactory or very satisfactory	93%	90%	90%	90%
Meet citizens' needs in quantity, quality and availability of library collections				
♦ Circulation of materials at branch libraries	3,658,243	n/a	4,034,422	4,000,000
Provide convenient hours of operation at the branch libraries				
♦ Average weekly hours of operation	1,112	1,112	1,112	1,112
♦ Number of persons entering branch facilities	3,858,384	n/a	4,000,000	4,000,000
Children's Baseline				
Provide high quality programs for children and youth				
♦ Number of programs provided	2,875	3,000	2,605	2,620
♦ Number of children and youth attending	101,109	100,000	97,000	98,000
Information And Resource Management				
Provide high quality collections and resources				
♦ Percentage of library users who rate their satisfaction with the availability of library materials as satisfactory or very satisfactory	78%	77%	77%	78%
Main Library				
Ensure customer satisfaction with services and programs of the main library				
♦ Number of questions answered annually	1,109,182	n/a	1,109,162	1,000,000
♦ Percentage of library users who rate their satisfaction with library assistance and services as satisfactory or very satisfactory	93%	90%	90%	90%
Meet citizens' needs in quantity, quality and availability of library collections				
♦ Circulation of materials at main library	1,751,342	n/a	2,105,850	2,000,000
Provide convenient hours of operation at the main library				
♦ Average weekly hours of operation	60	60	60	60
♦ Number of persons entering main library	1,717,196	n/a	1,802,330	1,802,330

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	599.04	611.82	616.15	4.33
Net Operating Positions	599.04	611.82	616.15	4.33
SOURCES				
Local Taxes	19,794,890	19,619,148	22,407,000	2,787,852
Use Of Money Or Property	280,791	178,243	358,243	180,000
Intergovernmental Revenue - State	1,561,931	1,558,541	1,430,233	(128,308)
Charges For Services	500,027	606,739	726,739	120,000
Other Revenues	173,319	17,756,000	23,300,000	5,544,000
Transfers In	27,176,432	29,954,787	29,101,000	(853,787)
Expenditure Recovery	391,390	472,237	0	(472,237)
Fund Balance	0	5,551,028	794,827	(4,756,201)
General Fund Support	(8)	0	0	0
Sources Total	49,878,772	75,696,723	78,118,042	2,421,319
USES-OPERATING EXPENDITURES				
Salaries And Wages	28,742,340	31,941,278	33,879,581	1,938,303
Fringe Benefits	6,886,911	8,015,227	7,848,691	(166,536)
Professional & Contractual Services	2,189,508	2,092,824	2,234,893	142,069
Aid Assistance	0	159,069	175,000	15,931
Materials And Supplies	5,502,894	6,157,263	6,542,519	385,256
Equipment	775,941	905,144	1,296,003	390,859
Services Of Other Departments	2,350,787	2,279,495	2,321,355	41,860
Budgetary Reserves	1,415,011	46,956	0	(46,956)
Uses-operating Expenditure Total	47,863,392	51,597,256	54,298,042	2,700,786
USES-PROJECT EXPENDITURES				
Facilities Maintenance	200,380	240,000	240,000	0
Capital Projects	1,815,000	23,859,467	23,580,000	(279,467)
Uses-project Expenditure Total	2,015,380	24,099,467	23,820,000	(279,467)
EXPENDITURE BY PROGRAM RECAP				
Administration	2,215,327	2,595,979	2,831,749	235,770
Automation	2,091,973	2,674,155	3,260,526	586,371

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Branch Libraries	13,198,237	35,870,394	36,026,717	156,323
Children's Baseline	3,952,946	5,603,027	5,829,792	226,765
Children's Svcs - Children's Fund	385,967	452,237	446,616	(5,621)
Information And Resource Management	5,146,709	5,011,383	5,443,984	432,601
Main Library	11,101,535	12,153,829	12,640,941	487,112
Operations And Maintenance	7,847,710	6,715,070	6,786,432	71,362
Public Affairs	776,731	974,871	1,055,797	80,926
Technical Services	3,161,637	3,645,778	3,795,488	149,710
Expenditure By Program Recap Total	49,878,772	75,696,723	78,118,042	2,421,319

PUBLIC UTILITIES COMMISSION

Mission

The mission of the Public Utilities Commission (PUC) is to serve San Francisco and its Bay Area customers with reliable, high-quality, and affordable water while maximizing benefits from power operations. The commission is also committed to protecting public health and the aquatic environment by providing safe, reliable, and efficient collection, treatment, and disposal of San Francisco's wastewater while minimizing waste and enhancing customer satisfaction.

Services

The PUC presents the commission's programs and policies to the public, gathers community input, provides administrative and engineering services to Hetch Hetchy, Water, and Clean Water departments, and responds to citizens' concerns.

For more information, call (415) 554-3160.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$61,984,515	\$83,927,671	\$93,035,373	\$9,107,702	10.85%
Total FTE	429.50	440.63	470.42	29.79	6.76%

Budget Issues and Details

Building a System for the Next Century

- ◆ Over the past several years, the PUC has developed a comprehensive capital improvement program to address the needs of a century-old, crumbling and outdated water, power, and sewer infrastructure. The program identifies \$4.6 billion in projects over the next 20 years to ensure the system's stability and security in the future. The PUC plans to go to voters in November 2002 for bond measure approval to fund the program.
- ◆ As part of public education and outreach to the City's communities, the PUC has held neighborhood meetings in every supervisorial district to answer residents' questions about the capital improvement program. Representatives of the PUC also regularly attend neighborhood associations, political clubs, and business associations to gain valuable input from customers.
- ◆ The PUC is also working closely with customers on the Peninsula to respond to their concerns about retrofitting and the reliability of the suburban water supply.

- ◆ The PUC will hire 18 new staff in engineering and engineering-support positions to begin planning implementation of the capital improvement program. Despite the length of the program, all responsible parties concur that the PUC must begin implementation as soon as possible. The new positions will allow the PUC to begin implementation of the bond measure if voters approve it in November 2002.

Protecting Lake Merced

- ◆ Lake Merced has suffered from a declining water level over the past several years. The PUC and local ecologists are concerned that the declining water level may cause saltwater intrusion from the ocean, resulting in radically negative impacts on all lake flora and fauna. The most likely sources of the falling water level is demand from city golf courses and the Daly City water system. The Mayor addressed these issues in the 2001-2002 budget by allocating \$2 million for environmental mitigation at Lake Merced.
- ◆ The PUC, in conjunction with city golf courses, has instituted a recycled water program. This program uses rainwater runoff to water the golf courses, obviating the need to draw water from the lake. While Daly City does not draw drinking water directly from Lake Merced, it draws water from the same water table that feeds Lake Merced. The PUC is negotiating with Daly City to address concerns of falling water levels at Lake Merced as it pertains to Daly City's water usage and hopes to reach an agreement in 2002-2003.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Customer Services				
Minimize or eliminate the number of customer calls transferred within the bureau				
• Percentage of calls received that are transferred within the bureau	5%	3%	3%	2%
Promote water conservation				
• Number of standard toilets that are replaced with water efficient toilets through the toilet rebate and sales program	4,201	6,000	6,000	6,000
• Number of standard clothes washers that are replaced with water efficient horizontal axis washers through the rebate program	98	500	300	500

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	713.98	723.11	742.15	19.04
Non-operating Positions (funded By Capital/other)	(284.48)	(282.48)	(271.73)	10.75
Net Operating Positions	429.50	440.63	470.42	29.79
REVENUES				
Expenditure Recovery	47,591,022	65,138,888	76,091,076	10,952,188
Departmental Transfer Adjustment	14,393,493	18,788,783	16,944,297	(1,844,486)
Revenue Total	61,984,515	83,927,671	93,035,373	9,107,702
USES-OPERATING EXPENDITURES				
Salaries And Wages	31,105,463	48,500,942	53,904,179	5,403,237
Fringe Benefits	7,509,255	10,339,806	10,414,735	74,929
Overhead	986,768	926,031	577,229	(348,802)
Professional & Contractual Services	10,655,858	12,584,770	14,713,961	2,129,191
Materials And Supplies	3,469,126	3,063,153	4,083,023	1,019,870
Equipment	1,423,061	1,035,877	1,299,999	264,122
Services Of Other Departments	6,834,984	7,477,092	8,042,247	565,155
Uses-operating Expenditure Total	61,984,515	83,927,671	93,035,373	9,107,702
EXPENDITURE BY PROGRAM RECAP				
Customer Services	8,795,145	9,527,706	10,046,528	518,822
Engineering	9,324,568	23,597,029	26,999,294	3,402,265
Environmental Regulation And Management	5,311,574	5,805,501	6,083,872	278,371
Finance	3,701,982	5,524,983	6,177,893	652,910
General Management	9,157,938	9,278,582	10,582,363	1,303,781
Long Range Planning & Policy	0	800,711	0	(800,711)
Management Information	7,123,456	8,425,666	10,520,624	2,094,958
Personnel	3,262,790	3,821,145	3,990,178	169,033
Puc Land Management	822,370	1,021,963	1,253,315	231,352
System Planning / Regulatory Control	1,780,886	1,962,470	2,735,157	772,687
Water Quality	12,703,806	14,161,915	14,646,149	484,234
Expenditure By Program Recap Total	61,984,515	83,927,671	93,035,373	9,107,702

PUBLIC UTILITIES COMMISSION—CLEAN WATER

Mission

The mission of the Clean Water Department is to efficiently operate and maintain the City's water pollution control plants, collection system, and pump stations, while meeting or exceeding state and federal discharge standards and minimizing their impact on San Francisco neighborhoods.

Services

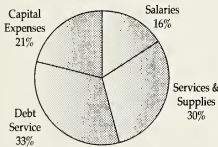
The department operates, cleans, and maintains 900 miles of city sewers and responds to service calls from the public for sewer-related problems. It operates 17 pump stations and three wastewater treatment plants and oversees the Southeast Community and Earl P. Mills facilities, which provide social services for area residents.

For more information, call (415) 648-6882.

Budget Data Summary

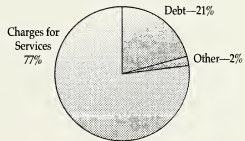
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$162,351,960	\$180,973,369	\$159,518,104	(\$21,455,265)	(11.86%)
Total FTE	349.68	342.84	370.26	27.42	8.00%

Proposed Expenditures



This chart shows the proposed expenditures for the Clean Water Department. The department will spend one-fifth of its budget on capital improvements, approximately \$40 million.

Funding Sources



This chart shows the funding sources of the Clean Water Department. The department receives three-quarters of its revenues from sewer charges, approximately \$145 million.

Budget Issues and Details

Building Capacity for the 21st Century

- Over the past several years, the Public Utilities Commission (PUC) has developed a comprehensive capital improvement program to address the needs of a century-old, crumbling and outdated water, power, and sewer infrastructure. The program identifies \$4.6 billion in projects over the next 20 years to ensure the system's stability and security in the future. The PUC plans to go to voters in November 2002 for bond measure approval to fund the program.

- ◆ Parts of the City's sewer system date back to before the 1906 earthquake and are sorely in need of repair. The current system requires constant maintenance, and the City's needs have grown beyond what the current system can sustain.
- ◆ Should voters approve the bond measure in November 2002, the department will focus on critical upgrades to the sewer system, including retrofitting, updating obsolete technologies, and expanding system capacity.

Undertaking an Aggressive Hiring Program

- ◆ The department has undertaken an aggressive hiring program, scaling up to meet the requirements of new federal mandates. The new hiring plan and outreach efforts will enable the department to fill many vacant technical positions. A strengthened workforce will provide greater ability to deal with the mounting challenges that the system faces and ensure more timely customer service.

Increasing Security Funding for Earl P. Mills

- ◆ As part of neighborhood environmental mitigation, the Clean Water Department operates the Earl P. Mills community center in Bayview, which includes several satellite childcare facilities. In response to a rising incidence of vandalism and loitering around the childcare facilities in past years, the Mayor funded a private security service to patrol the facilities. In 2002-2003, the Mayor has increased security funding to ensure the continued safety of children enrolled at the community centers.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Water Pollution Control				
Limit the number of National Pollution Discharge Elimination System (NPDES) permit effluent violations				
♦ Number of NPDES major permit effluent violations in dry weather	0	1	1	1
♦ Number of NPDES major permit effluent violations in wet weather	0	2	1	2
Reduce to zero the number of critical equipment failures that cause permit violations				
♦ Number of times critical equipment failures have resulted in a permit violation	0	0	0	0
Respond to customer calls regarding sewers in a timely manner				
♦ Percentage of complaints receiving a visit by a sewer operations worker within eight hours of receipt	94%	95%	95%	95%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	362.18	355.34	383.76	28.42
Non-operating Positions (funded By Capital/other)	(12.50)	(12.50)	(13.50)	(1.00)
Net Operating Positions	349.68	342.84	370.26	27.42
SOURCES				
Licenses And Fines	420	0	0	0
Use Of Money Or Property	5,608,897	5,643,000	3,297,657	(2,345,343)
Intergovernmental Revenue - Federal	107,934	0	0	0
Intergovernmental Revenue - State	511,592	0	0	0
Charges For Services	141,801,187	147,666,000	138,325,225	(9,340,775)
Other Revenues	2,708,811	0	0	0
Expenditure Recovery	606,752	5,025,620	4,975,082	(50,538)
Fund Balance	14,907,640	30,055,476	18,692,149	(11,363,327)
Departmental Transfer Adjustment	(4,049,375)	(7,722,987)	(6,174,733)	1,548,254
General Fund Support	148,102	306,260	402,724	96,464
Sources Total	162,351,960	180,973,369	159,518,104	(21,455,265)
USES-OPERATING EXPENDITURES				
Salaries And Wages	21,744,320	22,402,093	24,375,415	1,973,322
Fringe Benefits	5,301,780	5,470,484	5,461,828	(8,656)
Overhead	2,046,455	1,961,565	1,730,293	(231,272)
Professional & Contractual Services	5,526,662	6,322,374	6,099,736	(222,638)
Materials And Supplies	6,476,591	6,039,349	7,239,857	1,200,508
Equipment	1,371,986	801,178	885,570	84,392
Debt Service	67,222,876	69,050,606	62,179,684	(6,870,922)
Services Of Other Departments	34,620,598	34,275,720	37,552,721	3,277,001
Uses-operating Expenditure Total	144,311,268	146,323,369	145,525,104	(798,265)
USES-PROJECT EXPENDITURES				
Capital Projects	18,040,692	34,650,000	13,993,000	(20,657,000)
Uses-project Expenditure Total	18,040,692	34,650,000	13,993,000	(20,657,000)
EXPENDITURE BY PROGRAM RECAP				
Water Pollution Control	162,351,960	180,973,369	159,518,104	(21,455,265)
Expenditure By Program Recap Total	162,351,960	180,973,369	159,518,104	(21,455,265)

PUBLIC UTILITIES COMMISSION—HETCH HETCHY

Mission The mission of Hetch Hetchy is to provide reliable, high-quality water and electric energy to city departments and other Hetch Hetchy customers and to maintain lighting on city streets.

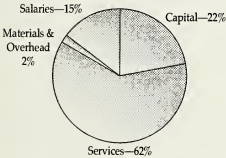
Services Hetch Hetchy operates and maintains power transmission and generation facilities, buys and sells electric power on behalf of the City, provides energy conservation and renewable resource solutions to city departments, and maintains 20,000 streetlights.

For more information, call (415) 554-3160.

Budget Data Summary

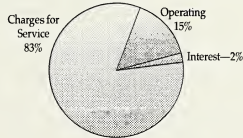
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$204,373,829	\$231,636,003	\$219,833,638	(\$11,529,365)	(4.98%)
Total FTE	186.42	196.99	214.78	17.79	9.03%

Proposed Expenditures



This chart shows the proposed total expenditures for Hetch Hetchy. \$27 million, or 22%, of the department's revenues is spent on capital improvement.

Funding Sources



This chart shows the primary funding sources for Hetch Hetchy. Four-fifths of the department's revenues come from power sales, estimated at \$105 million.

Budget Issues and Details

Improving Infrastructure

- Over the past several years, the Public Utilities Commission (PUC) has developed a comprehensive capital improvement program to address the needs of a century-old, crumbling and outdated water, power, and sewer infrastructure. The program identifies \$4.6 billion in projects over the next 20 years to ensure the system's

stability and security in the future. The PUC plans to go to voters in November 2002 for bond measure approval to fund the program.

- ◆ The capital improvement program will improve power transmission and distribution to address the increasing demand for power. Projects will include breaker repairs and metering and load monitoring improvements. More accurate load monitoring will enable technicians to operate the system more efficiently. Power generation improvements include the Cherry Power Tunnel Friction Reduction project, which will result in an easier flow of water through the tunnel, producing more power per cubic foot of water. Another improvement is the Cherry/Eleanor pump upgrade, which will create more flexibility in technicians' ability to move water between reservoirs while optimizing water supply.

Increasing Security Measures

- ◆ The department has increased concerns about the security of the City's water and power supply. The department budget increases night-time staffing at the Moccasin, Kirkwood, and Hom powerhouses as well as staffing at the Cherry/Eleanor and O'Shaunessy reservoirs. In total, six new positions will be added to ensure the safety of the City's water and power supply.

Improving Planning and Regulatory Analysis

- ◆ As part of the closure of the Hunters Point Power Plant, Hetch Hetchy must further develop city resources, requiring production cost analyses, economic analyses of demand-side management programs, and dispatch modeling. The Mayor's budget adds three new positions to the Power Policy Group to empower the group with the analytic resources it needs to manage the future of the City's power system.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Utility Services				
Respond to requests for repair or replacement in a timely manner				
♦ Percentage of responses for streetlight repair or replacement due to streetlight outages completed within 48 hours	88%	94%	95%	95%
♦ Percentage of response for repair and replacement of utility poles completed within 72 hours	56%	60%	77%	77%
Water Supply & Power Operations				
Accurately project City Departments' utility costs				
♦ Maximum percentage difference between cost projections and actual usage	n/a	n/a	n/a	10%
Conduct preventive maintenance to ensure the delivery of water to citizens				
♦ Number of hours of preventive maintenance performed as a percentage of preventive maintenance scheduled	n/a	n/a	n/a	80%
Develop forms of renewable energy				
♦ Number of renewable megawatt hours produced as a percent of total generation	n/a	n/a	n/a	0.6%
Maintain reliable electric service				
♦ Hours of system outages as a percentage of the total operating hours	0.50%	0.75%	0.82%	0.75%
Maintain reliable water service				
♦ Number of hours of unplanned water pipeline outage that affect delivery	0	100	0	0
♦ Hours of pipeline availability as a percentage of hours needed	100%	99%	99%	99%
Protect water quality				
♦ Number of hours deliveries suspended due to non-compliance with drinking water standards	n/a	n/a	n/a	0

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	199.92	204.99	222.78	17.79
Non-operating Positions (funded By Capital/other)	(13.50)	(8.00)	(8.00)	0.00
Net Operating Positions	186.42	196.99	214.78	17.79
SOURCES				
Use Of Money Or Property	3,254,371	2,500,000	2,500,000	0
Intergovernmental Revenue - Federal	48,799	0	0	0
Charges For Services	102,106,280	115,830,130	105,966,474	(9,863,656)
Other Revenues	192,754	250,000	250,000	0
Transfers In	19,037,000	19,037,000	19,037,000	0
Expenditure Recovery	70,514,757	94,563,766	76,832,755	(17,731,011)
Fund Balance	12,652,612	732,818	15,247,409	14,514,591
Departmental Transfer Adjustment	(3,432,744)	(1,550,711)	0	1,550,711
Sources Total	204,373,829	231,363,003	219,833,638	(11,529,365)
USES-OPERATING EXPENDITURES				
Salaries And Wages	10,977,629	13,492,709	15,746,252	2,253,543
Fringe Benefits	2,844,075	3,744,324	4,009,257	264,933
Overhead	373,532	332,718	573,388	240,670
Professional & Contractual Services	129,341,393	164,870,698	144,667,682	(20,203,016)
Materials And Supplies	1,506,652	1,434,689	1,531,231	96,542
Equipment	481,991	581,683	639,898	58,215
Services Of Other Departments	9,770,950	8,751,182	11,838,930	3,087,748
Transfers Out	29,850,000	0	0	0
Budgetary Reserves	4,074,707	0	0	0
Uses-operating Expenditure Total	189,220,929	193,208,003	179,006,638	(14,201,365)
USES-PROJECT EXPENDITURES				
Capital Projects	15,152,900	38,155,000	40,827,000	2,672,000
Uses-project Expenditure Total	15,152,900	38,155,000	40,827,000	2,672,000
EXPENDITURE BY PROGRAM RECAP				
Hetch Hetchy Capital Projects	21,422,280	38,155,000	40,827,000	2,672,000
Utility Services	66,216,906	93,913,642	78,592,044	(15,321,598)
Water Supply & Power Operations	116,734,643	99,294,361	100,414,594	1,120,233
Expenditure By Program Recap Total	204,373,829	231,363,003	219,833,638	(11,529,365)

PUBLIC UTILITIES COMMISSION—WATER DEPARTMENT

Mission

The mission of the Water Department is to reliably distribute high-quality water to San Francisco and Bay Area customers, to operate and maintain a high-standard of safety and reliability of storage and distribution facilities, to maintain city properties consistent with public health and neighborhood concerns, and to ensure compliance with all current and future water quality regulations.

Services

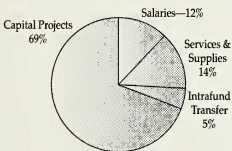
The Water Department provides disinfection treatment of all water delivered to San Francisco. It delivers 250 million gallons of water per day to 2.3 million customers in the Bay Area. The department operates and maintains 23 pump stations, 16 reservoirs, 10 disinfection stations, eight storage tanks, eight pressure-reducing stations, 1,200 miles of water mains, two water filtration plants, 228 miles of transmission pipelines, 12 miles of tunnels, and watershed lands in Alameda County and the Peninsula.

For more information, call (415) 648-6882.

Budget Data Summary

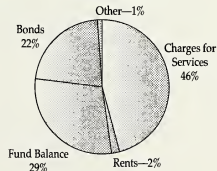
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$221,753,9850	\$364,048,680	\$176,801,002	(\$187,247,678)	(51.43%)
Total FTE	438.58	430.46	471.07	40.61	9.43%

Proposed Expenditures



This chart shows the proposed expenditures for the Water Department. The department will spend roughly three-quarters of its budget on capital improvement projects, estimated at \$240 million.

Funding Sources



This chart shows the fund sources for the Water Department. The department gets roughly half of its revenue from charges for service, estimated at \$163 million.

Budget Issues and Details

Securing the Region's Water Supply

- ◆ Over the past several years, the Public Utilities Commission (PUC) has developed a comprehensive capital improvement program to address the needs of a century-old, crumbling and outdated water, power, and sewer infrastructure. The program identifies \$4.6 billion in projects over the next 20 years to ensure the system's stability and security in the future. The PUC plans to go to voters in November 2002 for bond measure approval to fund the program.
- ◆ Water pipelines to the City and the Peninsula from the Hetch Hetchy reservoir system sit upon several active fault lines. An earthquake could severely damage pipelines, leaving the City and the Peninsula without water for up to two weeks while pipelines are repaired. The capital improvement program includes funds to retrofit these pipes to guard against earthquake damage.
- ◆ The water supply system for the City and the Peninsula is vulnerable to water shortages brought on by drought and increased demand. The capital improvement program provides for the construction of additional capacity to the water system, helping to protect against shortages during extended periods of lower-than-average precipitation.

Protecting Endangered Species and Habitats

- ◆ The Water Department is developing a comprehensive, multi-species habitat conservation plan. The plan will target threatened species on watershed lands in Alameda, Santa Clara, and San Mateo counties. An initial census of threatened species populations will provide baseline data for use in future planning.
- ◆ The habitat conservation plan will restore rare and endangered habitats by constructing enclosures, planting oak woodlands, and restoring grasslands. The department is giving special attention to protecting aquatic zones by creating and restoring wetlands through sediment basin management and by monitoring species population.
- ◆ The habitat conservation plan also includes funds to protect and monitor ecological damage created by increased public access to core areas of the watershed. Additional watershed keepers will provide security, enforcement, and protection of watershed resources to minimize the negative impact of the newly created public access trails.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
City Distribution				
Maintain water service without interruption				
♦ Number of service interruptions to all or part of the system and customers	1,968	1,390	2,100	1,500
Respond in timely fashion to consumer inquiries regarding service interruptions				
♦ Number of consumer inquiries responded to within two hours	2,100	2,200	10,100	10,100
Supply & Treatment				
Disinfect pipelines to ensure sanitary conditions				
♦ Number of California Department of Health and Safety violations in pipelines used to deliver water to City and suburban customers	0	0	0	0
Provide consistently safe, high-quality water				
♦ Number of California Department of Health and Safety violations of drinking water standards in water delivered to City and suburban customers	0	0	0	0

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	515.58	507.46	547.07	39.61
Non-operating Positions (funded By Capital/other)	(77.00)	(77.00)	(76.00)	1.00
Net Operating Positions	438.58	430.46	471.07	40.61
SOURCES				
Use Of Money Or Property	18,384,302	17,403,000	11,199,014	(6,203,986)
Intergovernmental Revenue - State	209,830	0	0	0
Charges For Services	139,013,909	147,381,438	155,140,500	7,759,062
Other Revenues	66,396,811	79,436,000	4,300,000	(75,136,000)
Expenditure Recovery	632,694	222,998	111,498	(111,500)
Fund Balance	5,087,232	129,870,329	16,819,554	(113,050,775)
Departmental Transfer Adjustment	(7,970,793)	(10,265,085)	(10,769,564)	(504,479)
Sources Total	221,753,985	364,048,680	176,801,002	(187,247,678)
USES-OPERATING EXPENDITURES				
Salaries And Wages	28,357,179	28,851,092	33,160,631	4,309,539
Fringe Benefits	7,365,225	7,964,236	8,343,974	379,738
Overhead	1,424,554	997,558	1,448,270	450,712
Professional & Contractual Services	7,430,384	5,109,529	6,382,265	1,272,736
Materials And Supplies	5,812,261	6,209,227	6,055,009	(154,218)
Equipment	3,211,394	2,235,909	2,443,435	207,526
Debt Service	19,989,020	33,491,716	39,458,940	5,967,224
Services Of Other Departments	41,691,227	34,484,963	37,391,478	2,906,515
Transfers Out	19,037,000	19,037,000	19,037,000	0
Budgetary Reserves	282,737	0	0	0
Uses-operating Expenditure Total	134,600,981	138,381,230	153,721,002	15,339,772
USES-PROJECT EXPENDITURES				
Facilities Maintenance	234	0	0	0
Capital Projects	87,152,770	225,667,450	23,080,000	(202,587,450)
Uses-project Expenditure Total	87,153,004	225,667,450	23,080,000	(202,587,450)
EXPENDITURE BY PROGRAM RECAP				
City Distribution	42,352,943	74,710,051	85,174,308	10,464,257
Supply & Treatment	49,181,725	44,634,179	49,509,694	4,875,515
Water Capital Projects	90,590,773	225,667,450	23,080,000	(202,587,450)
Water General	39,628,544	19,037,000	19,037,000	0
Expenditure By Program Recap Total	221,753,985	364,048,680	176,801,002	(187,247,678)

PUBLIC WORKS

Mission

The mission of the Department of Public Works (DPW) is to provide for the safe operation and maintenance of the City's infrastructure, including streets and city-owned facilities.

Services

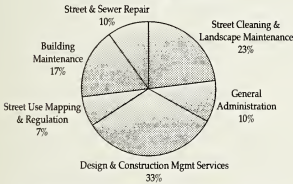
The department cleans and repairs streets and sidewalks, provides design and construction services for capital projects, operates and maintains public buildings, and issues permits for private uses of roads and sidewalks.

For more information, call (415) 554-6920.

Budget Data Summary

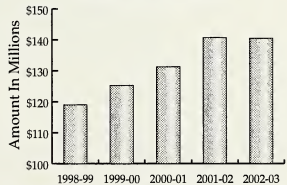
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$127,554,979	\$154,281,859	\$147,341,430	(\$6,940,429)	(4.50%)
Total FTE	1,045.60	1,080.93	1,075.60	(5.33)	(0.49%)

Proposed Expenditures



DPW's design and construction management services provide support to the City's major capital projects. Street cleaning and landscape maintenance is the next largest portion of DPW's budget.

Public Works Budget



DPW's 2002-2003 budget remains relatively constant with 2001-2002, keeping the maintenance of the City's infrastructure a high priority.

Budget Issues and Details

Cleaning Streets

- ◆ In 2002-2003, the Department of Public Works will integrate a "block-by-block" cleaning concept into a comprehensive plan to keep city streets clean. The block-by-block strategy affords greater accountability by DPW employees assigned to a specific area and invites partnerships with neighbors and business enterprises that assist in monitoring the upkeep and cleanliness of a specific area.

Improving Maintenance of Urban Forestry

- ◆ The management of the City's urban forestry and landscape-maintenance programs will be improved in 2002-2003 by integrating all of DPW's urban forestry, right-of-way, and landscaping-related activities under one bureau, the new Bureau of Urban Forestry. This new bureau will also allow the department to contract with the San Francisco Unified School District, the San Francisco Housing Authority, Treasure Island, and other agencies to serve their landscaping and tree maintenance needs.

Upgrading 28-CLEAN

- ◆ The 28-CLEAN program is a 24-hour, 7-day per week hotline that handles complaints or calls for various types of street services. Requests are then distributed to appropriate staff for response. In 2002-2003, DPW will continue upgrading the 28-CLEAN system. Efforts will focus on working with dispatch at the Office of Emergency Services to train 28-CLEAN staff to improve proficiency in executing their duties.

Increasing Participation in the Adopt-A-Street Program

- ◆ The Adopt-A-Street program will be reorganized and refocused to reflect increased outreach to the City's diverse constituencies and neighborhoods. An aggressive campaign will be forged to increase participation on the part of residents, businesses, schools, and nonprofit organizations in the various special projects and activities spearheaded by DPW and its community partners. The goal is to identify 1,000 volunteer block captains to assist in this effort to keep neighborhoods clean.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Architecture				
Develop accurate architecture cost estimates for City projects				
♦ Percentage of awarded contracts that are within 10% of the architect's estimate	44%	90%	63%	90%
Building Repair And Maintenance				
Provide high quality and cost-efficient repair, maintenance and cleaning of City buildings				
♦ Percentage of customers "satisfied" or "very satisfied" with service	94%	100%	93%	93%
Construction Management Services				
Control costs of City construction projects				
♦ Percentage change order cost to original contracts, for projects over \$2 million	7.20%	8.00%	8.60%	8.25%
Engineering				
Develop accurate engineering cost estimates for City projects				
♦ Percentage of bids that do not exceed 105% of the engineer's estimate	74%	90%	75%	90%
Street And Sewer Repair				
Maintain City streets in good repair				
♦ Number of potholes repaired	17,059	20,000	27,000	28,000
Street Environmental Services				
Maintain cleanliness of City streets/sidewalks, through direct services as well as regulations and education				
♦ Percentage of San Franciscans who rate the cleanliness of their neighborhood streets as good or very good	38%	50%	45%	50%
♦ Number of curb miles of streets mechanically swept	116,000	118,320	118,320	118,320
♦ Number of labor hours per curb mile swept	1.00	0.98	1.00	0.98
Street Use Management				
Respond to street construction-related complaints on a timely basis				
♦ Percentage of complaints responded to within 24 hours	65%	n/a	60%	75%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	1,429.09	1,443.93	1,434.60	(9.33)
Non-operating Positions (funded By Capital/other)	(383.49)	(363.00)	(359.00)	4.00
Net Operating Positions	1,045.60	1,080.93	1,075.60	(5.33)
SOURCES				
Licenses And Fines	203,177	158,000	358,000	200,000
Use Of Money Or Property	92,869	1,023,000	255,000	(768,000)
Intergovernmental Revenue - State	18,010,261	19,049,234	19,297,154	247,920
Charges For Services	14,407,314	9,797,389	10,530,389	733,000
Other Revenues	11,102	4,200,000	0	(4,200,000)
Expenditure Recovery	72,194,830	81,057,042	89,830,693	8,773,651
Fund Balance	139,933	0	1,000,000	1,000,000
Departmental Transfer Adjustment	25,748	0	0	0
Other Funding Sources	4,172,683	0	0	0
General Fund Support	18,297,062	24,908,383	26,070,194	1,161,811
Sources Total	127,554,979	140,193,048	147,341,430	7,148,382
USES-OPERATING EXPENDITURES				
Salaries And Wages	40,966,946	63,157,322	66,141,621	2,984,299
Fringe Benefits	10,302,987	15,436,842	17,454,908	2,018,066
Overhead	26,528,065	24,047,765	27,260,545	3,212,780
Professional & Contractual Services	14,017,044	6,312,532	5,988,765	(323,767)
Materials And Supplies	5,970,383	3,993,052	3,696,511	(296,541)
Equipment	3,883,583	3,888,926	2,664,776	(1,224,150)
Services Of Other Departments	14,810,954	14,915,879	15,818,860	902,981
Uses-operating Expenditure Total	116,479,962	131,752,318	139,025,986	7,273,668
USES-PROJECT EXPENDITURES				
Facilities Maintenance	1,672,100	1,500,000	1,150,000	(350,000)
Capital Projects	9,402,917	21,029,541	7,165,444	(13,864,097)
Uses-project Expenditure Total	11,075,017	22,529,541	8,315,444	(14,214,097)
EXPENDITURE BY PROGRAM RECAP				
Administration	10,348,679	13,263,451	16,560,896	3,297,445

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
Architecture	2,110,342	3,470,273	3,738,307	268,034
Building Repair And Maintenance	9,145,952	31,876,133	32,943,809	1,067,676
Bureau Overhead	1,672,308	0	1,374,750	1,374,750
City Capital Projects	50,019,083	22,529,541	7,715,444	(14,814,097)
Construction Management Services	2,574,961	4,589,404	5,053,855	464,451
Engineering	3,656,271	5,953,179	6,749,413	796,234
Interdepartmental Work Orders	49,459	0	2,913,148	2,913,148
Street And Sewer Repair	9,488,680	20,089,323	19,553,055	(536,268)
Street Environmental Services	33,245,150	40,469,069	33,438,611	(7,030,458)
Street Use Management	5,244,094	12,041,486	12,134,924	93,438
Urban Forestry	0	0	5,165,218	5,165,218
Expenditure By Program Recap Total	127,554,979	154,281,859	147,341,430	(6,940,429)

RECREATION AND PARK

Mission

The mission of the Recreation and Park Department is to foster the well being of the City's diverse community by maintaining beautiful parks, preserving the environment, and providing enriching recreational activities.

Services

The Recreation and Park Department maintains more than 200 parks, playgrounds, and open spaces, including Camp Mather, the Marina Yacht Harbor, and 3 Com Park; six municipal golf courses; and other recreational facilities and urban forestry.

For more information, call (415) 831-2700.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$91,679,351	\$142,403,626	\$110,072,786	(\$32,330,840)	(22.70%)
Total FTE	998.44	1,014.47	986.35	(28.12)	(2.77%)

Budget Issues and Details

Accelerating the Capital Program

- ◆ Fiscal year 2002-2003 marks the second full year of Recreation and Park's \$400 million, 10-year capital improvement plan. The department continues to maximize all possible funding sources for the program, including the \$110 million, voter-approved Neighborhood Recreation and Park Improvement bond; funding from the City's Open Space Fund; funding from the state and federal government; and philanthropic donations.
- ◆ Recreation and Park's capital division hired a full complement of staff in 2000-2001, enabling the division to begin its work in earnest. The division, which includes architects, planners, and a financial manager, currently has over 80 active projects in various stages of completion. New capital projects for 2002-2003 include: renovation of Rossi Playground, renovation of Alta Plaza Playground, expansion and renovation of St. Mary's Square, improvements to McCoppin Square, renovation of Alamo Square, soccer field replacement at Franklin Square, renovation of the Sunnyside Conservatory, renovation of the Walter Haas playground, renovation of the 24th Street Mini Park, soccer field renovation at Youngblood-Coleman playground, and renovation of the Excelsior playground.

Revitalizing the Golf Program

- ◆ Recreation and Park operates and maintains six municipal golf courses: Harding Park, Lincoln Park, Sharp Park, Fleming Park, Golden Gate Park, and McLaren Park. The department will close Harding and Fleming for complete renovation in 2002-2003, with re-opening scheduled for July 2003. In addition, the department has created a special Golf Fund to provide a dedicated source of funding for operations, supplies, training, maintenance, and capital improvements at all of the City's golf courses. This fund provides the department with the financial resources necessary for high-quality maintenance and upkeep of these municipal golf courses. The department intends to renovate each of its six courses over the next seven years.

Investing in New Technology

- ◆ In 2002-2003, the department will pursue a number of major technological improvements to increase internal efficiency, improve the quality of information provided to the public, and reduce the amount of time field staff spend manually transporting timesheets and work orders. The Mayor's proposed budget contains \$700,000 to create a capital projects reporting system, create a Recreation and Park facility management system, integrate and update the department's budget and cost systems, and implement an urban forestry tracking system.

Finalizing the Operations Plan

- ◆ The department intends to conclude both its strategic and operational planning processes in 2002-2003 and will submit final plans to the Recreation and Park Commission in December 2002. The operations plan covers a five-year span and is designed to improve the department's operational efficiency. The plan will include measurable performance standards for Recreation and Park and will detail proposed improvements to services, as well as methods of increasing responsiveness to the department's customers.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Maintain adequate staff to perform department functions and meet customer needs				
◆ Number of staff trained in customer services/satisfaction	20	350	350	500
◆ Percentage of staff rating the training as good or better	n/a	100%	80%	80%
Children's Baseline				
Provide quality, accessible and affordable recreational programs and facilities				
◆ Attendance at programs for pre-school age children	n/a	n/a	670,112	685,514
◆ Attendance at programs for children aged 6-12	n/a	n/a	1,608,390	1,640,557
◆ Attendance at programs for teens	n/a	n/a	1,014,100	1,034,382
◆ Percentage of San Franciscans who rate the quality of the City's children and youth's recreation programs as good or very good	n/a	n/a	44%	48%
Neighborhood Services				
Provide quality park facilities and landscaping				
◆ Percentage of San Franciscans who rate the quality of the City's park grounds (landscaping) as good or very good	63%	67%	64%	66%
Provide quality, accessible, and affordable recreational programs and facilities				
◆ Percentage of San Franciscans who rate the convenience (location and hours) of the City's recreation programs and facilities as good or very good	53%	60%	54%	56%
◆ Percentage of San Franciscans who rate the quality of the City's adult recreation programs as good or very good	n/a	n/a	49%	51%
Structural Maintenance				
Provide quality parks, facilities and landscaping				
◆ Percentage of San Franciscans who rate the quality of park facilities as good or very good	38%	45%	38%	40%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 Actual	2001-2002 Revised	2002-2003 Proposed	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	1,091.69	1,111.72	1,114.20	2.48
Non-operating Positions (funded By Capital/other)	(93.25)	(97.25)	(127.85)	(30.60)
Net Operating Positions	998.44	1,014.47	986.35	(28.12)
SOURCES				
Local Taxes	21,002,471	20,638,148	23,436,000	2,797,852
Use Of Money Or Property	20,013,764	20,600,194	19,443,226	(1,156,968)
Intergovernmental Revenue - State	170,961	164,735	165,000	265
Charges For Services	11,396,691	11,175,940	10,928,640	(247,300)
Other Revenues	151,583	23,884,772	12,270,000	(11,614,772)
Expenditure Recovery	865,086	694,244	1,263,216	568,972
Fund Balance	0	22,422,476	6,876,287	(15,546,189)
General Fund Support	38,078,795	42,823,117	35,690,417	(7,132,700)
Sources Total	91,679,351	142,403,626	110,072,786	(32,330,840)
USES-OPERATING EXPENDITURES				
Salaries And Wages	44,032,856	48,256,520	48,459,355	202,835
Fringe Benefits	11,564,554	12,938,340	12,207,053	(731,287)
Overhead	593,562	593,461	1,031,276	437,815
Professional & Contractual Services	10,062,349	7,310,656	8,356,399	1,045,743
Aid Assistance	1,900	0	0	0
Materials And Supplies	3,648,409	3,279,887	3,437,030	157,143
Equipment	926,477	1,608,591	1,587,374	(21,217)
Debt Service	11,510	23,054	23,054	0
Services Of Other Departments	10,502,464	11,003,228	10,126,969	(876,259)
Budgetary Reserves	2,338,432	0	0	0
Uses-operating Expenditure Total	83,682,513	85,013,737	85,228,510	214,773
USES-PROJECT EXPENDITURES				
Facilities Maintenance	1,770,222	2,350,000	2,600,000	250,000
Capital Projects	6,226,616	55,039,889	22,244,276	(32,795,613)
Uses-project Expenditure Total	7,996,838	57,389,889	24,844,276	(32,545,613)
EXPENDITURE BY PROGRAM RECAP				

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
EXPENDITURE BY PROGRAM RECAP (CONTINUED)				
3Com Park	3,414,361	3,230,200	3,341,142	110,942
Administration	17,588,725	16,087,314	10,299,019	(5,788,295)
Children's Baseline	10,126,542	13,297,451	13,763,641	466,190
Children's Svcs - Non-Children's Fund	246,913	272,244	272,244	0
Development & Planning	0	2,400,000	900,000	(1,500,000)
Family Camp Operations	763,506	686,744	658,594	(28,150)
Golden Gate Park	8,422,565	8,784,179	8,158,372	(625,807)
Maint & Oper Of Golf Course	3,320,087	3,705,276	3,583,067	(122,209)
Marina Yacht Harbor	1,731,919	1,812,758	2,195,769	383,011
Neighborhood Services	26,647,980	58,969,395	48,257,701	(10,711,694)
Structural Maintenance	8,751,829	8,121,380	7,412,072	(709,308)
Turf Management	2,050,453	2,246,609	2,383,524	136,915
Urban Forestry	1,779,128	2,288,362	1,933,361	(355,001)
Zoo Operations	6,835,343	20,501,714	6,914,280	(13,587,434)
Expenditure By Program Recap Total	91,679,351	142,403,626	110,072,786	(32,330,840)

REDEVELOPMENT AGENCY

Mission

The mission of the Redevelopment Agency is to alleviate physical and economic blight in geographic areas that the Board of Supervisors has identified as redevelopment project areas. The agency dedicates a significant portion of its funding to affordable housing throughout the City.

Services

The agency provides financing for public improvements, works to increase and preserve the availability of affordable housing, acquires and sells available land, facilitates public/private development partnerships, and promotes entrepreneurial development opportunities.

For more information, call (415) 749-2400.

Budget Issues and Details

Pursuing an Aggressive Affordable Housing Program

- ◆ The Redevelopment Agency budget for 2002-2003 includes new investments in affordable housing of \$40 million, in addition to the \$80 million in prior-year funds devoted to affordable housing. Housing funds support housing activities throughout the City.
- ◆ The agency will be initiating affordable housing activities in new project areas in Mid-Market for \$4 million, and Bayview-Hunters Point for \$8 million. In existing project areas, \$8.5 million is budgeted to acquire and/or rehabilitate low-income housing in the South of Market Project Area and \$7.2 million for projects in the Western Addition, including the Octavia Boulevard sites and the College of Podiatry site near Eddy and Scott streets.
- ◆ Approximately 53 percent of the additional tax increment requested in the 2002-2003 budget will be used to fund affordable housing, which is consistent with the agency's strong commitment to provide low-income housing.

Revitalizing Neighborhoods

- ◆ The agency will begin physical improvements to the Yerba Buena Gardens, the Arts Buildings, and the children's facilities atop Moscone South in 2002-2003. Current projects that will be completed in the next fiscal year include street-scape improvements in the lower Fillmore and a \$5 million street improvement project along Sixth Street between Market and Harrison.
- ◆ The proposed 2002-2003 budget contains funding to begin economic development activities in several neighborhoods, including \$750,000 for the South of Market pro-

ject area, \$944,000 for job training and placement, and funds for Fillmore Street annual events and economic development efforts in the Mid-Market area and Bayview-Hunters Point.

- ◆ The agency also has \$6 million from prior year budgets earmarked for the economic revitalization of the lower Fillmore, including the development of site 732A, located at the corner of Fillmore and Eddy streets. Additional funds will be used to expand the small business loan program in the lower Fillmore.

Redeveloping Hunters Point Shipyard

- ◆ In 1997, the Hunters Point Shipyard Redevelopment Plan was adopted to convert the shipyard to civilian use. To render the shipyard usable, the plan dictates removing hazardous materials. Under the Redevelopment Plan, the Navy and federal and state regulatory agencies agree that this cleanup should be accomplished on a parcel-by-parcel basis. As such, the shipyard was divided into six separate parcels.
- ◆ In November 2000, the City and the Navy executed a Memorandum of Agreement (MOA) regarding the conveyance and cleanup of Hunters Point Shipyard. The MOA includes specific minimum environmental standards for several of the parcels. In December 2001, the City and the Navy executed a first addendum to the MOA that considers the conveyance of one of the parcels to the Redevelopment Agency. During 2001-2002, the agency's Shipyard Toxics Team continued its independent monitoring of the Navy's environmental remediation efforts.
- ◆ A significant goal of the agency for 2002-2003 is to successfully coordinate the transition of this first parcel from the Navy to the City's jurisdiction. The agency will work collaboratively with the Navy, the community, the primary developer, and city policymakers on a timely transfer of property while ensuring public health and safety. This transition marks a major step forward in the agency's plan to reclaim the site for affordable housing, commercial use, education, and cultural facilities, as well as providing more than 100 acres of recreational and public open space.

**San Francisco Redevelopment Agency
Budget Comparison**

Sources

Property Sales	—	—
Rentals/Leases	\$ 10,591	\$ 11,523
Prior Year Earn./Savings	4,939	8,955
Developer Contribution	6,202	5,868
Grants	8,140	8,284
Other	5,430	2,022
Non Tax Inc Bond Proceeds	30,287	-
Tax Increment (for O/S Obligations)	33,879	33,472
Total Sources	\$ 99,468	\$ 70,124

Uses

Legal	\$ 1,182	\$ 1,357
Studies	1,250	2,493
Planning	1,502	825
Acquisition	-	1,880
Public Improvements	40,022	1,786
Design & Review	905	610
Relocation	400	450
Property Maintenance	8,110	8,397
Housing Production & Assistance	52,424	44,639
Job Training & Assistance	1,280	944
Business Development	3,584	1,745
Other	2,206	2,266
Pass-Through Obligations	4,875	4,129
Personnel	10,794	11,786
Administration	3,129	3,239
Debt Service	30,468	30,438
Total Uses	\$ 162,131	\$ 116,984

Amounts in thousands

RENT ARBITRATION BOARD

Mission The mission of the Rent Arbitration Board is to enforce the City's rent control ordinances and provide information and guidance to the public on those laws.

Services The board provides landlord-tenant counseling, petition hearings, mediation services, a 24-hour "information to go" telephone hotline, and fax-back information services.

For more information, call (415) 252-4600.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$3,061,785	\$3,055,286	\$4,725,000	\$1,669,714	54.65%
Total FTE	34.93	25.17	34.59	9.42	37.43%

Budget Issues and Details

Responding to Increasing Workloads

- ♦ By law, the Rent Arbitration Board must schedule a hearing within 45 days of a landlord-tenant petition filing and issue a decision within 30 days of that hearing. To respond effectively, the board can mediate petitions as an alternative to arbitration. The board averages 28,000 individual contacts with the public each month, either personally or by phone, fax, or over the Internet.
- ♦ In 2002-2003, the Rent Arbitration Board will begin implementing new amendments to the City's rent control ordinances as passed by the Board of Supervisors. Under the new amendments, the board will determine a tenant's primary place of residence, adjudicate visitor policy disputes, record owner move-in notices, determine interest owed on tenant deposits, implement a new procedure for capital improvement petition pass-throughs, and adjudicate unlawful rent increases by master tenants.

Reconciling Proposition H for Capital Improvements

- ♦ In November 2000, the voters passed Proposition H, which limited rent increases based on costs for capital improvements, rehabilitation work, and energy conservation measures. In August 2001, the Trial Courts determined that Proposition H was unconstitutional as written and could not be implemented. Consequently, the Rent Arbitration Board faced a backlog of petitions that landlords continued to file during the moratorium on Proposition H hearings, which will affect the board's workload in 2002-2003.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Rent Board				
Provide an improved web site that is easy to use and informative				
♦ Percentage of users satisfied with web site	n/a	n/a	85%	90%
Provide timely resolution for all petitions				
♦ Number of days for administrative law judges to submit decisions for review	n/a	55	28	30
Provide timely resolution of all allegations of wrongful eviction filings				
♦ Days needed to process allegations of wrongful evictions	4	3	5	4

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	34.93	25.17	34.59	9.42
Net Operating Positions	34.93	25.17	34.59	9.42
SOURCES				
Charges For Services	3,538,128	3,055,286	4,725,000	1,669,714
Other Revenues	27,573	0	0	0
General Fund Support	36,084	0	0	0
Sources Total	3,601,785	3,055,286	4,725,000	1,669,714
USES-OPERATING EXPENDITURES				
Salaries And Wages	2,021,834	1,844,707	2,619,612	774,905
Fringe Benefits	503,055	477,875	526,834	48,959
Overhead	46,275	60,234	157,616	97,382
Professional & Contractual Services	257,368	169,051	325,488	156,437
Materials And Supplies	67,913	34,767	40,999	6,232
Equipment	20,198	20,227	33,227	13,000
Services Of Other Departments	595,015	448,425	779,954	331,529
Budgetary Reserves	90,127	0	241,270	241,270
Uses-operating Expenditure Total	3,601,785	3,055,286	4,725,000	1,669,714
EXPENDITURE BY PROGRAM RECAP				
Rent Board	3,601,785	3,055,286	4,725,000	1,669,714
Expenditure By Program Recap Total	3,601,785	3,055,286	4,725,000	1,669,714

RETIREMENT SYSTEM

Mission

The mission of the San Francisco City and County Employees' Retirement System (SFERS) is to secure, protect, and prudently invest the City's pension trust assets; to administer mandated benefit programs; and to provide promised benefits.

Services

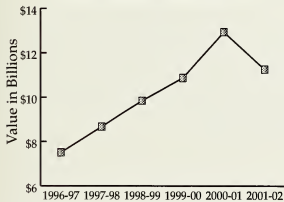
The Retirement System disburses monthly benefit checks to 17,800 retirees and beneficiaries, provides counseling to active and retired employees/beneficiaries, implements legislative changes in benefit payments, maintains historical employment data for more than 45,000 active and retired SFERS members and more than 100,000 former or non-SFERS city employees. It also invests the Retirement Trust fund assets, monitors the performance of external investment managers and maintains information and analyses of capital markets and institutional investment opportunities, and administers the San Francisco Employees' Deferred Compensation Plan.

For more information, call (415) 554-1500.

Budget Data Summary

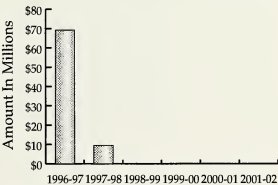
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated Nominal	Percent
Total Expenditures	\$12,942,875	\$14,230,495	\$14,184,296	(\$46,199)	(0.32%)
Total FTE	70.95	75.10	78.38	3.28	4.37%

Total Pension Fund Assets



During the fiscal year ended June 30, 2002, the investment portfolio of the Retirement System experienced the effects of a turbulent year in the capital markets. On a longer-term basis, however, the investment performance for SFERS has been very strong on both an absolute and relative scale as shown on the table above.

CCSF Retirement Contributions



With the gains made in investments, the Retirement System has been able to reduce the City and County's General Fund contributions to the Retirement System. In July 1997, San Francisco's contribution to the Retirement System declined to zero. Eemployer contributions remain at zero for the 2002-2003 fiscal year.

Budget Issues and Details

Prudently Investing Trust Fund Assets

- ◆ The Retirement System recruited a new Deputy Director for Investments in the fall of 2001. The new Deputy Director, with significant private-sector investment experience, will analyze and may revise the Retirement Trust's long-term asset allocation targets to maximize returns and minimize risk.

Improving Communications with Members

- ◆ In March, the Retirement Board adopted a communications policy for the Retirement System that mandates the expansion and improved effectiveness of the department's communications with its members and retirees. This policy provides for new communication initiatives and alternative means for providing retirement information to members. The Retirement System will introduce mid-career and new member retirement planning seminars (in addition to the existing pre-retirement seminars) to bring individualized retirement planning and counseling services to an expanded group of members.
- ◆ The Retirement System's 2002-2003 budget provides for ongoing implementation of its department-wide imaging technology project. The department will continue to convert more than 22 million pages of retirement, payroll, and personnel documents from microfilm/microfiche to electronic images. When finished, all staff members will be able to view the information directly at a desktop computer, which will enhance the timeliness and effectiveness of the department's counseling and business processing efforts. Imaging technology for document storage and retrieval has also been implemented into the Investment Division, with development and implementation into the Administration Division planned for 2002-2003.

Implementing an Improved Pension Administration System

- ◆ Implementing the new Pension Administration system is the second phase of a two-part effort to integrate member accounting processes with benefit calculation and payment processes. Initial rollout of Phase I of the Pension Administration system is targeted for June 2002 with ongoing parallel testing and Phase II development to continue into 2002-2003. The time and resources for the planning, design, and development of the new system will ensure a more effective and efficient way of conducting retirement business.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
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Employee Deferred Compensation Plan

Provide timely and accurate information in the administration of the Deferred Compensation Plan

♦ Percentage of eligible City employees who participate in the Deferred Compensation Plan	66%	50%	60%	50%
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Investment

Maximize investment returns at an acceptable risk level for Plan participants

♦ Return on investment ranking of 50th percentile or better among public pension plans with assets in excess of \$1 billion (using 5-year average return)	Yes	Yes	Yes	Yes
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Retirement Services

Provide accurate account and retirement benefit information to members in a timely manner

♦ Average number of individualized communications per active Retirement Plan member	2.55	1.20	1.50	1.20
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TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs <u>Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	70.95	75.10	78.38	3.28
Net Operating Positions	70.95	75.10	78.38	3.28
SOURCES				
Use Of Money Or Property	142,995	142,995	250,000	107,005
Charges For Services	201,024	156,300	193,868	37,568
Other Revenues	12,460,581	13,667,777	13,688,969	21,192
General Fund Support	138,275	263,423	51,459	(211,964)
Sources Total	12,942,875	14,230,495	14,184,296	(46,199)
USES-OPERATING EXPENDITURES				
Salaries And Wages	4,256,334	5,037,458	5,567,887	530,429
Fringe Benefits	1,024,826	1,157,625	1,132,612	(25,013)
Professional & Contractual Services	1,265,823	1,730,345	1,686,993	(43,352)
Materials And Supplies	49,831	54,200	88,936	34,736
Equipment	105,933	199,455	120,161	(79,294)
Services Of Other Departments	6,240,128	6,051,412	5,587,707	(463,705)
Uses-operating Expenditure Total	12,942,875	14,230,495	14,184,296	(46,199)
EXPENDITURE BY PROGRAM RECAP				
Administration	888,583	936,239	1,003,693	67,454
Employee Deferred Compensation Plan	339,299	419,723	245,327	(174,396)
Investment	1,320,134	1,575,638	1,658,255	82,617
Retirement Services	10,394,859	11,298,895	11,277,021	(21,874)
Expenditure By Program Recap Total	12,942,875	14,230,495	14,184,296	(46,199)

SHERIFF

Mission

The mission of the Sheriff's Department is to provide for the safe and secure detention of persons arrested or under court order, operate the county jail facilities and alternative sentencing programs, provide security for city facilities, and execute criminal and civil warrants and court orders.

Services

The Sheriff operates jail facilities at the Hall of Justice (Jails 1 and 2), 425 Seventh Street (Jails 8 and 9), the San Bruno Complex (Jails 3 and 7), and San Francisco General Hospital. The department also provides innovative programs and services both within jails and through alternative programs outside the jails, transports prisoners from district police stations, jails, hospitals, and courts, provides security for the Courts, City Hall, the Department of Child Support Services, and the Emergency Communications Center, and enforces civil judgements, including wage garnishments and evictions.

For more information, call (415) 554-7225.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$98,184,635	\$104,516,477	\$112,071,006	\$7,554,529	7.23%
Total FTE	891.99	944.76	923.53	(21.23)	(2.25%)

Budget Issues and Details

Meeting Staffing Challenges

- ♦ San Francisco's average jail population determines the staffing levels that the Sheriff must maintain to ensure the safety and security of prisoners and staff in the jails. Historically, the Sheriff has used a significant amount of overtime to sustain minimum staffing levels. In 2001-2002, despite the fact that the county jail population remained near capacity, the Sheriff and his staff have reduced the number of overtime hours worked in the jails by 15 percent. The department is committed to maintaining the practices that have led to decreased overtime, and the 2002-2003 budget reflects this commitment.

In 2001-2002, the Sheriff realigned the budget to create a separate budget for recruitment and training. This change allowed the department to create positions dedicated to training and also helped reduce overtime. The 2002-2003 budget maintains these training positions and reflects the resultant decrease in overtime.

Consolidating Department Operations

- ◆ In 2002-2003, the Sheriff will consolidate the department's training and a variety of other operations, including backgrounds, clearances, and field and support services division management in newly acquired rental space. The move allows the Sheriff to improve and expand training facilities, increase the department's efficiency, and reduce the department's total real estate costs.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
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Alternative Programs

Operate alternative sentencing programs

♦ Average daily number of participants in programs	469	432	385	385
♦ Re-arrest rate for participants in programs (compared to 55% for non-participants)	25%	25%	25%	25%

County Jail 8 & 9

Prevent altercations among inmates and staff

♦ Number of inmate vs. inmate altercations	37	0	15	0
♦ Number of inmate vs. staff altercations	13	0	17	0

Provide for the safe and secure detention of persons arrested or under court order

♦ Average daily population (ADP) as a percentage of rated capacity of jails	93%	93%	97%	94%
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Hall Of Justice Jails

Prevent altercations among inmates and staff

♦ Number of inmate vs. inmate altercations	74	0	75	0
♦ Number of inmate vs. staff altercations	18	0	10	0

Provide for the safe and secure detention of persons arrested or under court order

♦ ADP as a percentage of rated capacity of jails	86%	88%	90%	90%
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Jail Programs

Provide education, skill development, and counseling programs in jail

♦ Average daily number of prisoners in substance abuse treatment and anti-violence programs	1,291	1,450	1,700	1,650
♦ Re-arrest rate for prisoners in programs	40%	40%	40%	40%
♦ Number of prisoners taking GED tests	1,219	1,350	1,450	1,400
♦ Percentage of GED tests passed	90%	90%	90%	90%

San Bruno Jails

Prevent altercations among inmates and staff

♦ Number of inmate vs. inmate altercations	59	0	20	0
♦ Number of inmate vs. staff altercations	9	0	2	0

Provide for the safe and secure detention of persons arrested or under court order

♦ ADP as a percentage of rated capacity of jails	81%	90%	87%	87%
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TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	893.99	946.76	927.53	(19.23)
Non-operating Positions (funded By Capital/other)	(2.00)	(2.00)	(4.00)	(2.00)
Net Operating Positions	891.99	944.76	923.53	(21.23)
SOURCES				
Use Of Money Or Property	39,906	0	0	0
Intergovernmental Revenue - Federal	416,740	483,782	586,079	102,297
Intergovernmental Revenue - State	3,086,894	2,708,446	3,995,118	1,286,672
Charges For Services	3,637,806	4,561,734	4,925,082	363,348
Other Revenues	(607)	0	0	0
Expenditure Recovery	8,186,605	8,732,140	9,929,421	1,197,281
Fund Balance	105,157	0	0	0
Departmental Transfer Adjustment	(1,216,402)	0	0	0
General Fund Support	83,928,536	88,030,375	92,635,306	4,604,931
Sources Total	98,184,635	104,516,477	112,071,006	7,554,529
USES-OPERATING EXPENDITURES				
Salaries And Wages	57,539,992	62,662,476	66,572,155	3,909,679
Fringe Benefits	14,875,051	14,905,316	13,749,832	(1,155,484)
Overhead	555	33,182	42,117	8,935
Professional & Contractual Services	9,330,917	9,840,810	16,851,100	7,010,290
Aid Assistance	400,000	400,000	250,000	(150,000)
Materials And Supplies	7,509,975	7,432,547	7,125,789	(306,758)
Equipment	778,648	323,698	532,446	208,748
Debt Service	0	2,467,892	0	(2,467,892)
Services Of Other Departments	6,829,596	5,900,556	6,297,567	397,011
Budgetary Reserves	55,842	0	0	0
Uses-operating Expenditure Total	97,320,576	103,966,477	111,421,006	7,454,529
USES-PROJECT EXPENDITURES				
Facilities Maintenance	393,251	350,000	350,000	0
Capital Projects	470,808	200,000	300,000	100,000
Uses-project Expenditure Total	864,059	550,000	650,000	100,000

TOTAL BUDGET - HISTORICAL COMPARISON (cont)

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
EXPENDITURE BY PROGRAM RECAP				
Administration	1,594,219	1,351,279	1,437,334	86,055
Alternative Programs	5,889,912	7,172,816	7,241,655	68,839
Besk Case	3,218,987	2,971,754	3,119,263	147,509
Civil Enforcement	2,071,365	2,046,455	2,401,555	355,100
County Jail 8 & 9	17,347,848	17,988,021	18,870,316	882,295
Court Security And Process	6,558,196	7,066,000	7,566,000	500,000
Departmental Services	14,252,813	8,489,925	9,903,397	1,413,472
Grant Services	2,895,217	2,972,228	4,361,197	1,388,969
Hall Of Justice Jails	15,517,267	16,252,220	16,978,275	726,055
Jail Programs	2,015,492	1,934,383	2,050,954	116,571
Jail Services	10,848,761	11,306,744	10,000,204	(1,306,540)
Recruitment & Training	771,584	4,126,460	4,418,665	292,205
San Bruno Jails	13,497,102	19,172,052	21,358,770	2,186,718
Work Order Services	1,705,872	1,666,140	2,363,421	697,281
Expenditure By Program Recap Total	98,184,635	104,516,477	112,071,006	7,554,529

STATUS OF WOMEN

Mission The mission of the Department on the Status of Women is to foster the socio-economic, political, and educational advancement of San Francisco's women and girls.

Services The department coordinates the Sexual Assault Task Forces, the Convention on the Elimination of Discrimination Against Women Task Force, and through partnerships with community-based organizations, provides violence against-women prevention services, transitional services, and shelter for battered women. It also provides employment discrimination and sexual harassment counseling.

For more information, call (415) 252-3206.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$2,356,529	\$2,797,177	\$2,790,528	(\$6,649)	(0.24%)
Total FTE	7.84	7.84	7.76	(0.08)	(1.02%)

Budget Issues and Details

Reducing Violence Against Women

- ◆ In 2002-2003, the Department on the Status of Women will continue to provide services through its Violence Against Women programs. The programs include emergency and transitional shelters for battered women, counseling, advocacy, intervention, employment and job training, and prevention education services. Domestic violence crisis and sexual assault crisis lines provide referral services and counseling to callers 24 hours, 7 days a week in multiple languages for those experiencing abuse, including those in same-sex relationships. The Mayor's budget for 2002-2003 allocates \$1.8 million for Violence Against Women programs.

Establishing Domestic Violence Oversight Body

- ◆ As a result of the 2002 Domestic Violence Investigation Report, the Department on the Status of Women will create an oversight body to ensure improved systematic citywide response to reported domestic violence incidents. The goal is to provide early response, intervention, and prevention of future incidents of domestic violence. The oversight body will facilitate implementation of the recommendations in the report, building accountability, coordination, and collaboration among the City and community-based organizations.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
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Commission On Status Of Women

Promote gender equity in City services, employment and budget allocations, in accordance with the U. N. Convention to Eliminate All Forms of Discrimination Against Women

♦ Percentage of recommendations implemented by City departments from COSW's gender analyses	30%	45%	45%	50%
♦ Number of reports related to CEDAW produced and issued	2	2	2	1
♦ Number of educational/training presentations to support CEDAW implementation	6	6	8	7

Domestic Violence

Reduce victimization by providing crisis line, advocacy, legal, shelter, transitional, and educational/awareness services to women and girls, especially to low-income and underserved communities

♦ Percentage of violence against women (VAW) programs evaluated	77%	90%	80%	80%
♦ Advocacy Services: percentage of clients who express satisfaction with the advocacy services they receive	90%	90%	90%	90%
♦ Legal Services: percentage of clients who increase their knowledge of and access to legal and community resources	87%	75%	80%	75%
♦ Percentage of survivors completing the transitional program who demonstrate improved economic self-sufficiency	90%	75%	80%	75%
♦ Education/Awareness Service: percentage of participants who demonstrate knowledge of at least one step they can take to increase safety or get help to stop violence they may experience or witness	80%	75%	80%	80%
♦ Crisis Line: percentage of clients calling the crisis line who receive appropriate crisis intervention and/or information services	93%	90%	90%	90%
♦ Number of survivors of domestic violence enrolled in emergency shelter programs	103	n/a	109	109

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	7.84	7.84	7.76	(0.08)
Net Operating Positions	7.84	7.84	7.76	(0.08)
SOURCES				
Licenses And Fines	210,861	200,000	200,000	0
Charges For Services	1,620	0	0	0
Expenditure Recovery	76,709	102,279	207,279	105,000
General Fund Support	2,067,339	2,494,898	2,383,249	(111,649)
Sources Total	2,356,529	2,797,177	2,790,528	(6,649)
USES-OPERATING EXPENDITURES				
Salaries And Wages	370,627	480,709	548,034	67,325
Fringe Benefits	91,461	119,261	117,409	(1,852)
Professional & Contractual Services	235,909	152,726	255,298	102,572
Aid Assistance	1,551,764	1,985,843	1,791,826	(194,017)
Materials And Supplies	5,564	10,779	16,079	5,300
Equipment	26,020	0	0	0
Services Of Other Departments	63,704	47,859	61,882	14,023
Budgetary Reserves	11,480	0	0	0
Uses-operating Expenditure Total	2,356,529	2,797,177	2,790,528	(6,649)
EXPENDITURE BY PROGRAM RECAP				
Children's Baseline	0	0	273,031	273,031
Commission On Status Of Women	2,160,048	2,613,177	2,333,497	(279,680)
Domestic Violence	196,481	184,000	184,000	0
Expenditure By Program Recap Total	2,356,529	2,797,177	2,790,528	(6,649)

TAXI COMMISSION

Mission The mission of the Taxi Commission is to ensure prompt, safe, honest, efficient, and courteous taxi service to the residents and visitors of San Francisco; to enact and enforce just and equitable rules concerning drivers, medallion holders and companies; and to provide an open forum for debate and discussion of all issues concerning public vehicles for hire services in San Francisco.

Services The commission sets and implements policies that pertain to the taxicab industry, processes driver, permit, medallion, and dispatch applications, conducts administrative audits, and responds to customer service concerns.

For more information, call (415) 554-3940.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$1,028,553	\$1,146,384	\$1,445,158	\$298,774	26.06%
Total FTE	8.50	9.71	5.50	(4.21)	(43.36%)

Budget Issues and Details

Increasing Efficiency Serving the Taxicab Industry

- ◆ In 1998, the voters of San Francisco passed Proposition D, which created a Taxicab Commission to regulate taxicabs. Proposition D required the Taxicab Commission to succeed all powers and responsibilities relating to taxicabs and other motor vehicles for hire that were vested in the Police Commission, with the exception of criminal enforcement. Proposition D further mandated that all costs associated with the operation and administration of the Taxicab Commission be recovered from permit, license, and other fees charged to permit holders, applicants, and other persons. Currently, oversight of the Taxi Commission resides under the San Francisco Police Department.
- ◆ In 2002-2003, the Taxi Commission will stand as an independent department to oversee the taxicab industry. In assuming all powers and responsibilities relating to taxicabs and other motor vehicles for hire, the Taxicab Commission will take over all administrative permitting, investigative, audit, and customer service duties. The Taxicab Commission will oversee 8,400 permits and 2,200 permit applications. In addition, the commission will perform administrative audits of approximately 900 post-1978 permit holders to ensure they are driving full time. All permits acquired prior to 1978 are not required to drive full time.

- ◆ The Taxicab Commission reorganization plan includes an executive director, auditors, and administrative support to fully execute the commission's duties, ensure taxicab driver and passenger safety, and promote the taxicab industry. In 2001-2002, the Taxicab Commission introduced a new fee schedule to increase fees to generate an additional \$322,000 annually to support the reorganization plan.
- ◆ Taxicab drivers are vital to San Francisco's economy. Often, San Francisco tourists' first impression of the City is through a taxicab driver. In 2001, there were approximately 10 million one-way taxicab trips in San Francisco. In 2002, the Taxicab Commission expects 15 to 20 million one-way taxicab trips.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Taxi Enforcement				
Provide a fair and efficient permitting process to the public				
♦ Percentage of cases scheduled for hearing within 21 days of application	90%	95%	95%	95%
♦ Percentage of written findings distributed within 15 days of decision	90%	90%	95%	95%
Provide access to the taxicab permit waiting list				
♦ Percentage of all Taxicab Drivers, not currently on the "Permit Waiting List" provided with instructions on how they may add themselves to the "List"	n/a	80	90	95
Provide timely access to administrative materials				
♦ Percentage of Taxicab Commission agendas that are posted on the Commission's website at least three days in advance of the meeting	90%	100%	100%	100%
Provide timely, useful reporting to Taxicab Commissioners				
♦ Number of reports completed	n/a	37	45	50
Respond to inquiries from the Commission and the public				
♦ Percentage of written requests that are answered within 10 days of receipt	n/a	95%	98%	98%
♦ Percentage of phone call requests that are answered within 24 hours of receipt	n/a	95%	98%	98%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	8.50	9.71	5.50	(4.21)
Net Operating Positions	8.50	9.71	5.50	(4.21)
SOURCES				
Licenses And Fines	813,245	1,000,000	1,320,158	320,158
Charges For Services	215,308	125,000	125,000	0
Fund Balance	0	21,384	0	(21,384)
Sources Total	1,028,553	1,146,384	1,445,158	298,774
USES-OPERATING EXPENDITURES				
Salaries And Wages	681,793	856,546	290,085	(566,461)
Fringe Benefits	107,715	131,296	72,158	(59,138)
Overhead	0	0	44,617	44,617
Professional & Contractual Services	43,355	63,960	76,000	12,040
Materials And Supplies	6,800	31,325	10,000	(21,325)
Equipment	30,144	0	26,000	26,000
Services Of Other Departments	42,648	63,257	926,298	863,041
Budgetary Reserves	116,098	0	0	0
Uses-operating Expenditure Total	1,028,553	1,146,384	1,445,158	298,774
EXPENDITURE BY PROGRAM RECAP				
Taxi Enforcement	1,028,553	1,146,384	1,445,158	298,774
Expenditure By Program Recap Total	1,028,553	1,146,384	1,445,158	298,774

TELECOMMUNICATIONS AND INFORMATION SERVICES

Mission

The mission of the Department of Telecommunications and Information Services (DTIS) is to provide high-quality, cost-effective information technology and telecommunications solutions to city and county departments and ensure the availability of telecommunications resources and services to businesses and residents of the City and County of San Francisco.

Services

The department provides other city departments with application development, training, hardware, and software acquisition, network support, website development, and telecommunications services. The department also manages the City's official website, CitySpan, and the government cable television channel, CityWatch.

For more information, call (415) 554-0800.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$76,313,679	\$77,292,003	\$76,026,740	(\$1,265,263)	(1.64%)
Total FTE	352.01	332.93	326.28	(6.65)	(2.00%)

Budget Issues and Details

Connecting to San Francisco

- ◆ Part of the department's mission is to manage the City's information technology infrastructure. In 2001-2002, DTIS began converting city departments to the Lotus Notes e-mail system. Bringing the City onto a single e-mail platform improves communication between departments and centralizes the management of software contracts and warranties. Once conversion is completed in 2002-2003, the system will feature new functions such as teleconferencing, online scheduling, and automated calendar scheduling.
- ◆ The DTIS team is also improving the design of the City's website (sfgov.org), enabling citizens to find information more easily and allowing departments to post information online more conveniently.

Stamping Out Customer Dissatisfaction

- ◆ The STAMP project (ServiceCenter, TeleCenter, AssetCenter Management Program) is a family of services designed to better serve customers. The ServiceCenter will track all service requests and response times. The TeleCenter will provide departments real-time telephone usage billing detail via the Internet to help manage telecommunication costs. The AssetCenter will track service request workflow to help departments manage their information technology assets.

Mapping the Future

- ◆ DTIS manages the City's Geographic Information Systems (GIS) technology, which integrates databases with electronic maps and empowers users to easily express query results in a geographic format. Part of the department's responsibilities toward managing GIS includes collecting data and developing standard applications. In 2002-2003, DTIS will launch a dynamic Internet-mapping application, providing the public with access to GIS online. The DTIS team will also build specialized GIS applications for several city departments to improve their business processes.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Provide timely and user-friendly accounting and billing services and information to client departments				
♦ Average number of days from the end of the prior month to complete interdepartmental billing jobs	35	30	30	30
♦ Average number of days to respond to client requests for information	n/a	10	10	10
Operations & Infrastructure				
Ensure that a "hot site" facility is available to support mission-critical systems and software in the event of an emergency				
♦ Percentage of systems that have disaster backup and recovery procedures in place	90%	90%	90%	92%
Manage unexpected situations effectively to avoid degrading customer service				
♦ Percentage of service interruption or problems acknowledged and started being worked around within 24 hours of notification	93%	95%	95%	95%
Policy & Planning				
Provide timely and quality information to the public				
♦ Percentage of surveyed web site visitors who reported that they found timely and valuable information	98%	99%	99%	99%
Technology Services				
Provide high quality services to departmental customers				
♦ Percentage of service requests completed by the date agreed upon with the client	94%	99%	98%	98%
♦ Percentage of service requests completed within the budget agreed upon with the client	99%	99%	97%	97%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 Actual	2001-2002 Revised	2002-2003 Proposed	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	367.01	347.93	341.28	(6.65)
Non-operating Positions (funded By Capital/other)	(15.00)	(15.00)	(15.00)	0.00
Net Operating Positions	352.01	332.93	326.28	(6.65)
SOURCES				
Licenses And Fines	437,658	240,000	0	(240,000)
Use Of Money Or Property	42,067	53,000	32,000	(21,000)
Charges For Services	154,371	820,754	1,074,754	254,000
Other Revenues	430,260	0	0	0
Expenditure Recovery	70,791,098	73,339,620	72,760,860	(578,760)
Fund Balance	1,099,206	146,000	0	(146,000)
General Fund Support	3,359,019	2,692,629	2,159,126	(533,503)
Sources Total	76,313,679	77,292,003	76,026,740	(1,265,263)
USES-OPERATING EXPENDITURES				
Salaries And Wages	21,771,979	24,761,857	26,293,331	1,531,474
Fringe Benefits	4,827,995	5,596,623	5,178,741	(417,882)
Overhead	732,531	758,170	1,020,165	261,995
Professional & Contractual Services	29,982,453	32,996,788	32,942,529	(54,259)
Aid Assistance	1,051,000	0	0	0
Materials And Supplies	10,669,752	2,174,563	3,728,494	1,553,931
Equipment	4,990,463	6,916,205	3,330,901	(3,585,304)
Services Of Other Departments	2,287,506	2,754,197	3,090,579	336,382
Uses-operating Expenditure Total	76,313,679	75,958,403	75,584,740	(373,663)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	0	23,600	37,000	13,400
Capital Projects	0	1,310,000	405,000	(905,000)
Uses-project Expenditure Total	0	1,333,600	442,000	(891,600)
EXPENDITURE BY PROGRAM RECAP				
Administration	21,453,833	22,920,887	22,888,560	(32,327)
Operations & Infrastructure	34,448,253	30,849,933	31,801,436	951,503
Policy & Planning	2,906,752	2,582,347	2,579,422	(2,925)
Technology Services	17,504,841	20,938,836	18,757,322	(2,181,514)
Expenditure By Program Recap Total	76,313,679	77,292,003	76,026,740	(1,265,263)

TREASURER / TAX COLLECTOR

Mission

The mission of the Office of the Treasurer and Tax Collector is to facilitate voluntary compliance with the tax laws of the City and County of San Francisco. It simplifies all processes and procedures and provides efficient customer service, collects all taxes and fees due to the City and County of San Francisco, and provides safekeeping for all city funds by prudently investing the monies to maximize yields with low risk and high liquidity.

Services

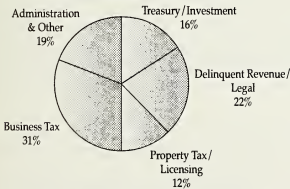
The Treasurer/Tax Collector invests city funds and provides a central payment center for collecting taxes, transient occupancy taxes, and other regulatory licenses and permits required by municipal codes. The department also provides collection services for city and county delinquent accounts.

For more information, call (415) 554-4478. For taxpayer assistance, call (415) 554-4400.

Budget Data Summary

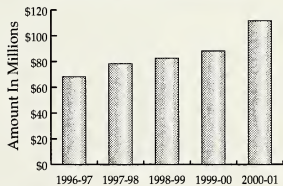
	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$18,155,469	\$18,365,511	\$18,908,108	\$542,597	2.95%
Total FTE	182.43	184.13	187.18	3.05	1.66%

Expenditures By Program



This chart depicts the allocation of resources by program area in the Treasurer and Tax Collector's Office for the 2002-2003 budget. The Administration and Other category includes departmental management, taxpayer assistance, and tax assessment.

Interest Earned on Investments



The chart above tracks the growth in interest earned from pooled investment portfolios. San Francisco continues to enjoy growth in its interest earnings despite financial market volatility.

Budget Issues and Details

Implementing Banking Service Contracts

- ◆ To ensure that the City and County of San Francisco engages in prudent government banking practices, the department put the City's entire banking business out to competitive bid. During 2002-2003, the department will focus on a seamless transition from current service providers to a new mix of services and vendors that result from the request for proposal process.

Completing Migration of Business Tax System

- ◆ Prior assessment of the department's existing business tax system recommended its replacement. During 2000-2001, funding was established for the replacement project, and a multi-year implementation plan began. During 2002-2003, the department will complete the migration of its current business tax system—an integrated data management system—to an Oracle database system. Data integrity and uninterrupted customer service will be of utmost importance as the department undertakes this conversion.

Enhancing Collection of Parking Tax Revenue

- ◆ The department will continue to implement a program designed to enhance parking tax collection. This program will require staff to provide bonding for parking lot operators, establish a certificate of authority requirement, coordinate with Caltrans, and incorporate the City's Geographic Information Systems (GIS) and database to track parking lots and operators.

Continuing Expansion of the City Payment Center in City Hall

- ◆ To increase customer satisfaction and taxpayers' access to City Hall, both the physical and virtual City Payment Center will be expanded. For 2002-2003, the department has immediate plans to expand the City Payment Center to include transactions from the Recreation and Park Department and San Francisco International Airport.

Expanding the Bureau of Delinquent Revenue's Operations

- ◆ To achieve economies of scale and increase city collections, the Bureau of Delinquent Revenue will meet with various city departments to assess whether the Office of the Treasurer and Tax Collector can provide more effective collection services for delinquent payments. The department will expand collection services to include the City's development impact fees and various fees and fines for the San Francisco Trial Courts.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Administration				
Provide superior customer service and answer all taxpayer questions				
♦ Percentage of customers rating City Payment Center and Information Counter overall as excellent or good in customer surveys	96%	95%	93%	95%
Delinquent Revenue				
Maximize revenue through intensive collection activity against delinquent Business Tax accounts				
♦ Amount of revenue collected on delinquent business taxes, in millions	\$29.0	\$21.0	\$28.0	\$20.0
Investment				
Manage the City's investment portfolio to preserve capital, maintain liquidity and enhance yield				
♦ Accuracy rate of forecasting of cash on hand	88%	90%	86%	86%
Property Tax/licensing				
Maintain low property tax delinquency rates				
♦ Combined delinquency rate of secured and unsecured property taxes	2.16%	1.50%	2.10%	2.00%
♦ San Francisco's rank among California counties	9	3	7	5
Tax Assessment				
Effectively reconcile all business taxes collected (Accounting Section)				
♦ Percentage of all business tax payments received during FY that are allocated within 60 days of the end of the same FY	97%	99%	99%	99%
Taxpayer Assistance				
Assure and maintain quality service as a knowledgeable and customer service-friendly unit				
♦ Percentage of taxpayers who rate TPA as excellent overall on customer surveys	90%	97%	98%	98%
Treasury				
Maximize interest earnings for San Francisco by processing payments efficiently				
♦ Percentage of all payments received that are processed/deposited during the same business day	99%	99%	99%	99%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	182.43	184.13	187.18	3.05
Net Operating Positions	182.43	184.13	187.18	3.05
SOURCES				
Local Taxes	133,331	143,707	137,000	(6,707)
Licenses And Fines	148,966	236,462	236,462	0
Use Of Money Or Property	2,561,000	2,765,983	2,765,983	0
Charges For Services	397,182	475,000	1,002,000	527,000
Other Revenues	228,480	325,000	300,000	(25,000)
Transfers In	21,076	21,076	21,076	0
Expenditure Recovery	1,235,268	1,347,161	1,465,140	117,979
General Fund Support	13,430,166	13,051,122	12,980,447	(70,675)
Sources Total	18,155,469	18,365,511	18,908,108	542,597
USES-OPERATING EXPENDITURES				
Salaries And Wages	9,679,761	10,654,264	11,397,462	743,198
Fringe Benefits	2,396,049	2,607,433	2,550,787	(56,646)
Professional & Contractual Services	747,038	882,964	955,527	72,563
Materials And Supplies	453,046	361,670	423,319	61,649
Equipment	84,720	70,000	0	(70,000)
Services Of Other Departments	4,794,855	3,789,180	3,581,013	(208,167)
Uses-operating Expenditure Total	18,155,469	18,365,511	18,908,108	542,597
EXPENDITURE BY PROGRAM RECAP				
Administration	2,656,317	1,792,916	1,677,958	(114,958)
Business Tax	5,673,300	5,421,429	5,526,265	104,836
Delinquent Revenue	3,192,360	3,541,892	4,029,611	487,719
Investment	656,911	750,942	770,754	19,812
Legal Service	460,434	574,334	605,690	31,356
Property Tax/licensing	1,954,845	2,464,444	2,326,865	(137,579)
Tax Assessment	538,795	500,805	533,117	32,312
Taxpayer Assistance	770,287	947,585	953,092	5,507
Treasury	2,252,220	2,371,164	2,484,756	113,592
Expenditure By Program Recap Total	18,155,469	18,365,511	18,908,108	542,597

TRIAL COURTS

According to the constitution of the State of California, the Judicial Branch, which includes the Trial Courts, is a separate and equal branch of government. This separation precludes the Executive Branch from reviewing Judicial Branch budgets. As a convenience, however, Trial Courts data are included on the following pages for appropriate action by the Board of Supervisors.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$40,296,831	\$38,445,513	\$40,026,533	\$1,581,020	4.11%
Total FTE	18.50	18.50	18.50	0.00	0.00%

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed <u>vs Revised</u>
AUTHORIZED POSITIONS				
Total Authorized	19.50	20.00	20.00	0.00
Non-operating Positions (funded By Capital/other)	(1.00)	(1.50)	(1.50)	0.00
Net Operating Positions	18.50	18.50	18.50	0.00
SOURCES				
Licenses And Fines	251,217	58,000	25,670	(32,330)
Use Of Money Or Property	417,709	438,500	365,510	(72,990)
Intergovernmental Revenue - Federal	251,419	0	0	0
Intergovernmental Revenue - State	1,186,726	1,128,188	1,141,038	12,850
Charges For Services	5,986,439	4,552,114	5,701,571	1,149,457
Other Revenues	(17,450)	0	0	0
Fund Balance	12,553	0	1,027,110	1,027,110
General Fund Support	32,208,218	32,268,711	31,765,634	(503,077)
Sources Total	40,296,831	38,445,513	40,026,533	1,581,020
USES-OPERATING EXPENDITURES				
Salaries And Wages	1,138,717	1,233,890	1,304,643	70,753
Fringe Benefits	393,330	421,140	458,188	37,048
Professional & Contractual Services	35,910,803	31,126,458	30,609,585	(516,873)
Materials And Supplies	(239,867)	16,897	16,897	0
Equipment	165,930	0	0	0
Debt Service	0	4,237,384	4,235,064	(2,320)
Services Of Other Departments	1,499,177	1,366,744	1,326,156	(40,588)
Budgetary Reserves	1,425,566	0	0	0
Uses-operating Expenditure Total	40,293,656	38,402,513	37,950,533	(451,980)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	0	43,000	36,000	(7,000)
Capital Projects	3,175	0	2,040,000	2,040,000
Uses-project Expenditure Total	3,175	43,000	2,076,000	2,033,000
EXPENDITURE BY PROGRAM RECAP				
Child Support Services - Trial Courts	1,355,646	1,471,951	1,526,912	54,961
Court House Debt Service	5,820,709	4,492,114	6,562,140	2,070,026
Dispute Resolution Program	484,541	401,500	401,500	0
Indigent Defense / Grand Jury	5,189,762	6,910,430	6,889,182	(21,248)
Superior Court Services	13,400	0	0	0
Trial Court Services	27,432,773	25,169,518	24,646,799	(522,719)
Expenditure By Program Recap Total	40,296,831	38,445,513	40,026,533	1,581,020

WAR MEMORIAL

Mission

The mission of the War Memorial Department is to manage and operate the War Memorial and Performing Arts Center buildings and grounds. These include the War Memorial Opera House, the War Memorial Veterans Building, the Louise M. Davies Symphony Hall, the Harold L. Zellerbach Rehearsal Hall, and the Memorial Court.

Services

The department operates, maintains, and rents the War Memorial's entertainment and cultural facilities.

For more information, call (415) 621-6600.

Budget Data Summary

	2000-2001 Actual	2001-2002 Estimated	2002-2003 Proposed	Variance: Proposed vs Estimated	
				Nominal	Percent
Total Expenditures	\$11,493,441	\$11,822,637	\$15,469,143	\$3,646,506	30.84%
Total FTE	94.29	94.13	94.67	0.54	0.57%

Budget Issues and Details

Maximizing Usage of the Performing Arts Center

- ◆ The War Memorial strives to maximize usage of the War Memorial and Performing Arts Center facilities to provide a wide range of artistic, cultural, and entertainment programming for residents of and visitors to San Francisco. In 2002-2003, a total of 813 performances and events are projected for the Performing Arts Center, attracting over 1.2 million patrons and guests.

Investing in Operation and Maintenance of Facilities

- ◆ Every year, the department invests significant resources to ensure that the Performing Arts Center buildings and grounds are operated and maintained in optimal condition. These resources include ongoing capital and maintenance projects.
- ◆ In 2001-2002, the department achieved an overall 12 percent reduction in electric consumption within a ten-month period, saving more than \$30,000 in electric costs. In 2002-2003, the department will continue current conservation measures and implement energy efficiency upgrades to achieve additional savings.

- ◆ In response to heightened security concerns and safety and crisis management, the department has reviewed and updated many of its security programs and procedures. In 2002-2003, the department will expand security plans and procedures to improve communication, programming, and training. The Mayor's budget allocates over \$1.7 million for capital and security improvements and maintenance projects.
- ◆ In 2002-2003, one of the major issues for the department is to begin implementing plans to modernize and strengthen the Veteran's Building. This includes evaluating the short- and long-term needs of the beneficiaries of the War Memorial Trust Agreement who use and occupy the Veteran's Building. In 2002-2003, the first phase is to draft the financing plan for the project.

Performance Measures

	2000-2001 <u>Actual</u>	2001-2002 <u>Target</u>	2001-2002 <u>Projected</u>	2002-2003 <u>Target</u>
Operations & Maintenance				
Provide continued successful utilization of the facilities				
♦ Opera House percentage of days rented	96%	95%	95%	95%
♦ Davies Symphony Hall percentage of days rented	84%	84%	84%	84%
♦ Herbst Theatre percentage of days rented	67%	64%	67%	67%
♦ Green Room percentage of days rented	57%	60%	54%	55%
Provide maximum number of performances and events				
♦ Opera House performances/events	210	220	200	204
♦ Davies Symphony Hall performances/events	241	240	232	236
♦ Herbst Theatre performances/events	230	218	205	208
♦ Green Room performances/events	186	180	152	165

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001 <u>Actual</u>	2001-2002 <u>Revised</u>	2002-2003 <u>Proposed</u>	Proposed vs Revised
AUTHORIZED POSITIONS				
Total Authorized	94.59	94.13	94.67	0.54
Non-operating Positions (funded By Capital/other)	(0.30)	0.00	0.00	0.00
Net Operating Positions	94.29	94.13	94.67	0.54
SOURCES				
Local Taxes	9,475,217	10,212,650	9,380,000	(832,650)
Use Of Money Or Property	1,290,076	1,138,470	1,278,218	139,748
Charges For Services	240,642	208,335	229,415	21,080
Expenditure Recovery	487,506	263,182	530,073	266,891
Fund Balance	0	0	4,051,437	4,051,437
Sources Total	11,493,441	11,822,637	15,469,143	3,646,506
USES-OPERATING EXPENDITURES				
Salaries And Wages	4,851,374	5,233,327	5,534,248	300,921
Fringe Benefits	1,220,513	1,294,386	1,248,340	(46,046)
Overhead	280,856	287,607	302,049	14,442
Professional & Contractual Services	432,303	518,807	625,464	106,657
Materials And Supplies	262,900	296,795	337,470	40,675
Equipment	60,370	17,500	16,500	(1,000)
Services Of Other Departments	1,415,422	1,404,075	1,231,572	(172,503)
Budgetary Reserves	2,419,640	970,140	0	(970,140)
Uses-operating Expenditure Total	10,943,378	10,022,637	9,295,643	(726,994)
USES-PROJECT EXPENDITURES				
Facilities Maintenance	452,540	450,000	523,500	73,500
Capital Projects	97,523	1,350,000	5,650,000	4,300,000
Uses-project Expenditure Total	550,063	1,800,000	6,173,500	4,373,500
EXPENDITURE BY PROGRAM RECAP				
Operations & Maintenance	11,493,441	11,822,637	15,469,143	3,646,506
Expenditure By Program Recap Total	11,493,441	11,822,637	15,469,143	3,646,506

***Bonded Debt and
Other General City Responsibilities***

BONDED DEBT AND LONG-TERM OBLIGATIONS

Mission

To provide and manage low-cost debt financing of large-scale, long-term capital projects and improvements that produce social and economic benefit to the City and its residents.

Strategic Issues

- ◆ Manage and maintain moderate debt levels by continued adherence to prudent debt affordability and planning.
- ◆ Meet significant capital demands through staged debt financing and alternate financing mechanisms such as public/private partnerships.
- ◆ Improve the City's bond ratings by staged growth in bonded indebtedness at levels significantly lower than related growth in the City's tax and revenue base.

Background

The City and County of San Francisco enjoys national recognition among investors of municipal debt obligations as a high profile economic center of one of the country's largest, most vibrant metropolitan areas. Investor interest benefits the City in the form of lower interest rates and lower annual debt service expenditures compared to other California cities.

The City utilizes three principal types of municipal debt obligations to finance long-term capital projects: general obligation ("G.O.") bonds, lease revenue bonds, and certificates of participation. The City relies on the issuance of G.O. bonds to leverage property tax receipts for voter-approved capital expenditures for the acquisition or improvement of real property such as libraries, health care, and fine arts and educational facilities.

The City utilizes lease revenue bonds and certificates of participation to leverage General Fund receipts (such as fees and charges) to finance capital projects and acquisitions, many of which provide a direct revenue benefit or cost savings to the City. Debt service payments for lease revenue bonds and certificates of participation are typically paid from either revenues of the related project or fees, taxes, or surcharges imposed on users of the project. For example, debt service on the lease revenue bonds issued to construct the Moscone West Convention Center are repaid primarily from the 2 percent increase in hotel taxes approved by the Board of Supervisors in August 1996 and passed by the voters in November 1998. However, the 2 percent increase is not directly pledged for such debt service, and repayment can be funded from lawful monies of the City's General Fund.

In fiscal years 1993-94 through 1996-97, the City utilized tax and revenue anticipation notes, a common short-term obligation, to meet ongoing General Fund expenditures in advance of revenue collections.

Ratings

The City's G.O. bond debt, which carries the City's strongest ratings, currently is rated Aa3/AA-/AA by Moody's Investor Services, Standard & Poor's Credit Market Services and Fitch Ratings, respectively, with AAA being the highest rating attainable. In May 2000, Standard & Poor's upgraded the City's rating from AA- to AA based upon the City's strong growth potential and diverse economy, coupled with its improved financial position and conservative budgeting practices.

In October 2001, Moody's placed a negative outlook on its ratings of all California county debt, including general obligation bonds, pension obligation bonds, and lease backed obligations. This did not include San Francisco because as a combined city and county, San Francisco has more locally controlled revenues and greater expenditure flexibility than other counties.

In April 2002, Moody's, Standard & Poor's and Fitch Ratings affirmed the rating on the City's outstanding general obligation bonds with a stable outlook. This was based on the City's response with prudent spending controls despite a decline in revenues, evidencing strong management practices.

Moody's, Standard & Poor's, and Fitch Ratings rate the City's lease revenue bonds A1/AA-/A+, respectively. The ratings are essentially one rating level below the City's G.O. bond ratings, a normal relationship between G.O. bonds and lease revenue bonds. This difference can be attributed in part to the less stringent voter requirement for lease revenue bonds. In addition, the City has no legal obligation of authority to levy taxes for repayment, as is the case for G.O. bonds, only to appropriate rent for lease revenue bonds.

Despite the City's sizable budget requirements, federal funding uncertainties and numerous capital projects, the ratings reflect overall strengths such as high property values and income levels, strong economic growth within the region, moderate debt levels, and strict Charter requirements to maintain budget balances and constrain expenditures.

Debt Profile

Pursuant to the City Charter, the City must have voter authorization to issue G.O. bonds and lease revenue bonds. In the case of G.O. bonds, authorization is required by a two-thirds majority vote. In the case of lease revenue bonds, authorization is required by a simple majority vote (50 percent of those voting plus one). From June 1, 1990 to March 5, 2002, the electorate has voted on 39 bond measures and approved 24, or 62 percent.

The City's outstanding debt consists of G.O. bonds, lease revenue bonds, certificates of participation, and long-term obligations issued by public agencies whose jurisdictions overlap the boundaries of the City in whole or in part.

General Obligation Bonds

As previously stated, the City's issuance of G.O. bonds must be approved by at least two-thirds of the voters. In addition, the principal amount of bonds outstanding at any one time must not exceed 3 percent of the net assessed value of all taxable real and personal property located within the boundaries of the City.

For debt management and federal tax reasons, and because large-scale capital improvement projects are typically completed over a number of years, bonds are usually issued in installments. For that reason, and because bonds are repaid in the interim, the full amount of G.O. bonds authorized by the electorate typically exceeds the amount of G.O. bonds outstanding.

As of July 1, 2002, the total amount of G.O. bonds authorized by the voters but not yet issued will be \$951,845,000. Of the \$918,785,000 bonds outstanding, a total principal amount of \$1,242,395,000 were originally issued. Table 1 lists the City's outstanding G.O. bonds, including authorized programs where G.O. bonds have not yet been issued.

Table 1 does not include the second series of \$118.9 million general obligation refunding bonds to be issued on April 23, 2003, to refund \$118.5 million of outstanding general obligation bonds. As a result of the issuance of the refunding bonds, the City will reduce total obligation bond debt service by \$6.2 million on a present value basis. However the issuance of the refunding bonds may result in an increase in the principal amount of outstanding general obligation bonds by approximately \$0.5 million.

With the exception of two series, debt service on the City's G.O. bonds is repaid from taxes levied on all real and personal property within the City boundaries. In the early 1970s, the City pledged its taxing authority as security for repayment of G.O. bonds issued on behalf of the Port Commission. In 1969, upon the transfer of the Port Commission from the State of California to the City, the City assumed state-issued G.O. bonds, which funded Port facility improvements. These state-issued bonds have now been fully defeased. The city-issued bonds remain outstanding and are repaid from Port revenues. Thus, of the \$918,785,000 in G.O. bonds that will be outstanding on July 1, 2002, \$2,000,000 is payable from Port revenues and not property taxes.

Table 1: General Obligation Bonds (as of July 1, 2002)

Description of Issue (Date of Authorization)	Series	Issued	Outstanding	Authorized & Unissued
Harbor Improvement Bonds	A	20,000,000	800,000	-
	B	10,000,000	1,200,000	-
Public Safety Improvement Projects (11/7/89)	1993A	15,500,000	10,505,000	-
	1994A	3,455,000	165,000	-
	1996B	7,645,000	2,495,000	-
Public Safety Improvement Projects (6/5/90)	1993B	65,000,000	44,055,000	-
	1994B	18,100,000	855,000	-
	1995A	18,480,000	14,785,000	- [1]
Golden Gate Park Improvements (6/2/92)	1993C	8,135,000	5,400,000	-
	1995B	26,000,000	20,800,000	-
	1997A	25,105,000	20,865,000	-
	2001A	17,060,000	16,480,000	-
Fire Department Facilities Project (11/3/92)	1993D	16,410,000	10,890,000	-
	1994D	10,105,000	480,000	-
	1996C	14,285,000	4,655,000	-
Seismic Safety Loan Program (11/3/92)	1994A	35,000,000	26,665,000	315,000,000
School District Facilities Improvements (6/7/94)	1994C	30,650,000	1,450,000	-
	1996D	42,300,000	13,775,000	-
	1997B	22,050,000	18,325,000	-
Asian Art Museum Project (11/8/94)	1996E	25,000,000	8,145,000	-
	1999D	16,730,000	15,200,000	-
City Hall Improvement (11/8/95)	1996A	63,590,000	28,235,000	-
Steinhart Aquarium Improvement (11/8/95)				29,245,000
Affordable Housing Bonds (11/5/96)	1998A	20,000,000	17,765,000	-
	1999A	20,000,000	18,435,000	-
	2000D	20,000,000	18,795,000	-
	2001C	17,000,000	16,500,000	-
	2001D	23,000,000	22,410,000	-
City College (6/3/97)	1999A	20,395,000	18,435,000	-
	2000A	29,605,000	27,890,000	-
San Francisco Unified School District (6/3/97)	1999B	60,520,000	54,715,000	29,480,000
Zoo Bonds (6/3/97)	1999C	16,845,000	15,225,000	-
	2000B	17,440,000	16,430,000	13,715,000
Laguna Honda Hospital (11/2/99)	—			299,000,000
Recreation and Parks (3/7/00)	2000C	6,180,000	5,820,000	-
	2001B	14,060,000	13,580,000	89,760,000
California Academy of Sciences (3/7/00)	-	—		87,445,000
Branch Library Bonds (11/7/00)	2001E	17,665,000	17,080,000	88,200,000
SUB TOTALS		\$793,310,000	\$529,305,000	951,845,000
General Obligation Refunding Bonds Series 1997-I issued 10/27/97		449,085,000	389,480,000	
TOTALS		\$1,242,395,000	\$918,785,000	951,845,000 [2]

[1] Reflects reductions from approved FEMA and state grants totaling \$122,460,000 as provided in the bond authorization.

[2] This does not include the second series of approximately \$118,945,000 of G.O. Refunding Bonds anticipated to be issued on 4/23/02 to refund approximately \$118,510,000 of outstanding bonds.

Source: Mayor's Office of Public Finance, City & County of San Francisco

As shown in Table 2, the 2001-2002 budget provides \$122,681,763 for the payment of debt service on \$1,067,980,000 in G.O. bonds, which includes approximately \$151,195,000 in bonds anticipated to be issued by Spring 2003. Table 2 does not reflect the reduction of annual G.O. bond debt service for fiscal year 2002-2003 by approximately \$185,727 as a result of the second series of refunding G.O. bonds.

Table 2: Budgeted Debt Service for Fiscal Year 2002-2003

Principal Outstanding

General Obligations	\$ 918,785,000
Less Self-Supporting Port Bonds	(2,000,000)
Plus Expected New Issuance	<u>151,195,000</u>
Total General Obligations	\$1,067,980,000
Long-Term Obligations	\$ 848,983,250
Plus Expected New Issuance	<u>175,000,000</u>
Total Long-Term Obligations	\$1,023,983,250
Total Principal Outstanding	\$2,091,963,250

Annual Debt Service

General Obligation Bonds	\$122,681,763
Long-Term Obligations	<u>75,653,536</u>
Total Annual Debt Service	\$198,335,000

Long-Term Obligations

Long-term obligations consist of lease financings known as lease revenue bonds and certificates of participation. Pursuant to the Charter, lease revenue bonds must be approved by a simple majority of the voters. As with G.O. bonds, there is frequently a significant delay between the date of voter authorization and the time the lease obligations are actually issued. Thus, the full amount of lease revenue bonds authorized by the electorate exceeds the amount of lease revenue bonds outstanding. As of July 1, 2002, the City will have \$848,983,250 in long-term obligations outstanding.

As shown in Table 2, the 2002-2003 budget provides for the payment of debt service on \$1,023,983,250 in long-term obligations expected to be outstanding during the fiscal year. The 2002-2003 budget for long-term obligation debt service is \$75,653,536, which includes debt service on approximately \$175,000,000 in bonds anticipated to be issued by Spring 2003.

An additional \$214,070,000 in lease revenue bonds have been authorized by the voters but not yet issued. This does not include lease revenue bonds authorized by the voters

in an unspecified amount under Proposition F in 1989, which may be issued to construct various parking facilities within the City. It does include \$100,000,000 voters authorized in November 6, 2001, to finance the acquisition, construction, rehabilitation, installation, and/or improvement of solar-energy facilities and equipment for various agencies, departments, and/or enterprises of the City.

Tax and Revenue Anticipation Notes

Pursuant to the Charter and the Constitution and laws of the State of California, the City may issue tax and revenue anticipation notes (Notes). The Notes are general obligations of the City payable solely from Unrestricted Revenues of the City's General Fund in the fiscal year in which such Notes are issued. Notes issued in any given fiscal year may not exceed 85% of the estimated Unrestricted Revenues legally available for payment of the Notes. Proceeds of the Notes may only be used to pay obligations of the General Fund occurring in the fiscal year in which the Notes are issued.

Overlapping Debt Obligations

Overlapping debt obligations are long-term obligations sold in the public credit markets by public agencies whose boundaries overlap the boundaries of the City in whole or in part. These overlapping debt obligations generally are not repaid from revenues of the City nor are they necessarily obligations secured by land within the City. In many cases, overlapping debt obligations issued by a public agency are payable only from the revenues of the public agency such as sales tax receipts generated within the City's boundaries. Overlapping debt obligations of the City have been issued by such public agencies as the San Francisco Redevelopment Agency, the Bayshore-Hester Assessment District, the San Francisco Bay Area Rapid Transit District (BART), the San Francisco Community College District, and the San Francisco Unified School District.

As of July 1, 2002, the City estimates that \$275,666,667 in overlapping debt obligations will be outstanding. As these are direct obligations of other public agencies, no debt service with respect to these obligations is included in the City's 2002-2003 budget.

Debt Capacity

The City's debt limit for G.O. bond issuance is governed by Section 9.106 of the City's Charter and is subject to Article XIII of the State Constitution. Under the Charter, the City's capacity to issue G.O. bonds is limited to 3 percent of the assessed value of all taxable real and personal property located within the jurisdiction of the City and County of San Francisco.

As indicated in Table 3, the City has a G.O. bond limit of \$2.6 billion in 2001-2002, based upon the Controller's August 2001 Certificate of Assessed Valuation. As of July 1, 2002, the City will have \$956,885,000 of G.O. bonds outstanding (including \$2,000,000 in G.O. bonds paid by the Port and not carried on the tax roll), which results in a G.O. bond debt to assessed value ratio of 1.10 percent. The City's remaining legal capacity for G.O. bond debt will be \$1,660,985,061 based on the 2001-2002 Assessed Valuation. The 2002-2003 Assessed Valuation will be released in August 2002 and will likely result in modest growth in the City's G.O. bond debt capacity.

Table 3: Calculation of Debt Limit Ratio

Debt Limit Ratio: 3% of Net Assessed Value

Estimated Assessed Value (8/15/00)	\$90,888,118,865
Less Exemptions	<u>(3,625,783,498)</u>
Estimated Net Assessed Value (8/15/00)	\$87,262,335,367
Legal Debt Capacity (3%)	\$2,617,870,061
Outstanding G.O. Bonds (7/1/01)	\$956,785,000
G.O. Debt Ratio (7/1/01)	1.10%
Unused Capacity	\$1,661,085,061

The voters approved an additional \$1,108,845,000 in G.O. bonds that the City has not yet issued. The amount of authorized but unissued debt is not included in the debt limit calculation because the limit applies only to outstanding bonds.

Despite authorization for the issuance of new debt, principal on previously issued bonds is repaid on a continuous basis allowing for additional debt capacity. Furthermore, debt capacity will increase (or decrease) in proportion to an increase (or decrease) in the assessed value of all real and personal property within the City.

General City Responsibility

General City Responsibility is a departmental designation for expenditures that are citywide in nature. For example, General Fund payment of claims, retiree subsidies, or health services administration costs are budgeted in General City Responsibility rather than allocating charges to more than sixty departments citywide.

General Fund Unallocated

General Fund Unallocated is a departmental designation for revenues that are not directly attributable to a city department. For example, undesignated property taxes, business taxes, and hotel taxes are deposited into General Fund Unallocated. The benefits of these revenues are spread to departments in the form of a General Fund subsidy allocation.

TOTAL BUDGET - HISTORICAL COMPARISON

	2000-2001	2001-2002	2002-2003	Proposed
	<u>Actual</u>	<u>Revised</u>	<u>Proposed</u>	<u>vs Revised</u>
SOURCES				
Local Taxes	1,150,462,231	1,155,118,338	1,143,612,000	(11,506,338)
Licenses And Fines	16,156,100	14,384,000	15,061,000	677,000
Use Of Money Or Property	31,918,486	21,967,000	14,366,017	(7,600,983)
Intergovernmental Revenue - Federal	431,622	0	0	0
Intergovernmental Revenue - State	114,626,969	106,622,097	110,106,097	3,484,000
Charges For Services	15,139,309	14,159,798	16,748,961	2,589,163
Other Revenues	741,795	0	12,243,000	12,243,000
Transfers In	127,087,526	128,570,792	95,271,898	(33,298,894)
Fund Balance	0	187,210,102	177,800,000	(9,410,102)
General Fund Support	(1,456,564,038)	(1,628,032,127)	(1,585,208,973)	42,823,154
Sources Total	0	0	0	0

Capital Projects

The 2002-2003 Capital Budget, proposed by the Mayor and approved by the Capital Improvements Advisory Committee, is supported by multiple funding sources, including the General Fund, dedicated funds, bond proceeds, and state and federal revenue sources. Specific projects are detailed both in this section and under those departments that will receive funding from the Capital Budget.

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2002-2003
Department	: AAM ASIAN ART MUSEUM		
FAA292	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	100,000
Department	: AAM Subtotal		100,000
Department	: ADM ADMINISTRATIVE SERVICES		
CCA601-01	CITY ARCHITECT PROJECTS	GF-CONTINUING PROJECTS	500,000
FCA402	DISABLED ACCESS - CITYWIDE	GF-CONTINUING PROJECTS	4,800,000
Department	: ADM Subtotal		5,300,000
Department	: AGW ADMIN SVCS - CONSUMER ASSURANCE		
CAW001	FARMER'S MKT OFFICE/RESTROOM RENOVATION	GF-CONTINUING PROJECTS	435,000
Department	: AGW Subtotal		435,000
Department	: ANC ADMIN SVCS - ANIMAL CARE & CONTROL		
CAN002-01	WINDOW FRAMES REPAIR	GF-ANNUAL PROJECT	75,000
FAN001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	10,000
Department	: ANC Subtotal		85,000
Department	: ART ARTS COMMISSION		
FAR211	MONUMENT MAINTENANCE	GF-ANNUAL PROJECT	10,000
FAR322	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	75,000
Department	: ART Subtotal		85,000
Department	: CFM ADMIN SVCS - CONVENTION FACILITIES MGMT		
CCF104-01	CITY HALL DRY FIRE SUPPRESSION SYSTEMS	GF-ANNUAL PROJECT	300,000
CCF105	MOSCONE EXPANSION PROJECT PHASE 2	MOSCONE CONVENTION CTR EXPANSION	14,700,000
FCA200-99	CITY HALL FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	100,000
Department	: CFM Subtotal		15,100,000
Department	: CRT TRIAL COURTS		
CMC602-01	DRUG COURTROOM	COURTS' SPEC REV FD-CONTINUING PROJEC	1,440,000
CMC603-01	MENTAL HEALTH COURTROOM RENOVATION	COURTS' SPEC REV FD-CONTINUING PROJEC	240,000
CMC604-01	HALL OF JUSTICE HVAC RENOVATION	COURTS' SPEC REV FD-CONTINUING PROJEC	360,000
FMC494	SUPERIOR COURT MAINTENANCE	GF-ANNUAL PROJECT	36,000
Department	: CRT Subtotal		2,076,000
Department	: CWP CLEAN WATER		
CENRRN-RA06SR	SEWER REPAIR	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	10,800,000
CENRRN-RA06TP	TREATMENT PLANTS	CWP-CAPITAL PROJECTS-REPAIR & REPLACE	3,000,000
CWP101-01	EARL P MILLS FACILITY IMPROV	GF-CONTINUING PROJECTS	193,000
Department	: CWP Subtotal		13,993,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project			Subfund	Proposed 2002-2003
Department : DSS HUMAN SERVICES				
FSS001	FACILITIES MAINTENANCE		GF-ANNUAL PROJECT	176,000
Department : DSS Subtotal				176,000
Department : ECD EMERGENCY COMMUNICATIONS DEPARTMENT				
CED005-01	911 CENTER PHASE III		GF-CONTINUING PROJECTS	201,300
Department : ECD Subtotal				201,300
Department : FAM FINE ARTS MUSEUM				
FFA214	FACILITIES MAINTENANCE		GF-ANNUAL PROJECT	50,000
Department : FAM Subtotal				50,000
Department : FIR FIRE DEPARTMENT				
CFC902	WATER SUPPLY MAINTENANCE		GF-ANNUAL PROJECT	900,000
FFC293	FACILITIES MAINTENANCE		GF-ANNUAL PROJECT	400,000
Department : FIR Subtotal				1,300,000
Department : HHP HETCH HETCHY				
CUH703-01	PRIEST RESERVOIR DIVERSION CHANNEL		HETCHY CONTINUING PROJ-OPERATING FD	3,053,000
CUH762-01	SAN JOAQUIN PIPELINE REPAIRS		HETCHY CONTINUING PROJ-OPERATING FD	6,000,000
CUH804-01	HETCH-HETCHY ROADS REBUILDING		HETCHY CONTINUING PROJ-OPERATING FD	309,000
CUH851-01	TURBINE GEN-RENOVATE/REPLACE		HETCHY CONTINUING PROJ-OPERATING FD	2,600,000
CUH876-01	MOCCASIN PHONE SYSTEM		HETCHY CONTINUING PROJ-OPERATING FD	100,000
CUH878-01	O'SHAUGENESSY DIS.REPAIRS		HETCHY CONTINUING PROJ-OPERATING FD	3,050,000
CUH901-01	CHERRY ELEANOR TUNNEL UPGRADE STUDY		HETCHY CONTINUING PROJ-OPERATING FD	250,000
CUH915-01	UNDERGROUND ASSESSMENT FUNDING		HETCHY CONTINUING PROJ-OPERATING FD	2,200,000
CUH941-01	HH SCADA SECURITY & CONTROL - EAST		HETCHY CONTINUING PROJ-OPERATING FD	1,500,000
CUH944-01	ELECTRIC TRANS SYS (3RD ST/OTHERS)		HETCHY CONTINUING PROJ-OPERATING FD	6,700,000
CUH946-01	FAC MAINTENANCE-SUPPORT STRUCTURES		HETCHY CONTINUING PROJ-OPERATING FD	450,000
CUH947-01	MAYOR'S ENERGY CONSERVATION CAPITAL ACCT		HETCHY CONTINUING PROJ-OPERATING FD	1,750,000
CUH948-01	FAC MAINT-TRANS LINES/SWTHYARDS		HETCHY CONTINUING PROJ-OPERATING FD	600,000
CUH949-01	RIGHT OF WAY MAINTENANCE		HETCHY CONTINUING PROJ-OPERATING FD	215,000
CUH950-01	PENSTOCK RENOVATIONS - KPH/MPH		HETCHY CONTINUING PROJ-OPERATING FD	2,200,000
CUH951-01	CANYON TUNNEL-ROCK TRAP CLEANING		HETCHY CONTINUING PROJ-OPERATING FD	1,600,000
CUH952-01	MECA - SFGH HVAC		HETCHY CONTINUING PROJ-OPERATING FD	1,350,000
CUH953-01	MECA SFGH COGEN PROJECT		HETCHY CONTINUING PROJ-OPERATING FD	3,000,000
CUH954-01	MECA SFPUC HIGH CITY ENERGY USERS		HETCHY CONTINUING PROJ-OPERATING FD	1,500,000
CUH955-01	MECA CWP SOUTHEAST WASTEWATER SOLAR		HETCHY CONTINUING PROJ-OPERATING FD	2,400,000
Department : HHP Subtotal				40,827,000
Department : JUV JUVENILE PROBATION				
FJV267	FACILITIES MAINTENANCE - HIDDEN VALLEY		GF-ANNUAL PROJECT	20,000
FJV311	FAC MAINTENANCE - YOUTH GUIDANCE		GF-ANNUAL PROJECT	250,000
FJV312	FAC MAINTENANCE - LOG CABIN RANCH		GF-ANNUAL PROJECT	60,000
Department : JUV Subtotal				330,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2002-2003
Department	: DSS HUMAN SERVICES		
FSS001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	176,000
Department	: DSS Subtotal		176,000
Department	: ECD EMERGENCY COMMUNICATIONS DEPARTMENT		
CED005-01	911 CENTER PHASE III	GF-CONTINUING PROJECTS	201,300
Department	: ECD Subtotal		201,300
Department	: FAM FINE ARTS MUSEUM		
FFA214	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
Department	: FAM Subtotal		50,000
Department	: FIR FIRE DEPARTMENT		
CFC902	WATER SUPPLY MAINTENANCE	GF-ANNUAL PROJECT	900,000
FFC293	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	400,000
Department	: FIR Subtotal		1,300,000
Department	: HHP HETCH HETCHY		
CUH703-01	PRIEST RESERVOIR DIVERSION CHANNEL	HETCHY CONTINUING PROJ-OPERATING FD	3,053,000
CUH762-01	SAN JOAQUIN PIPELINE REPAIRS	HETCHY CONTINUING PROJ-OPERATING FD	6,000,000
CUH804-01	HETCH-HETCHY ROADS REBUILDING	HETCHY CONTINUING PROJ-OPERATING FD	309,000
CUH851-01	TURBINE GEN-RENOVATE/REPLACE	HETCHY CONTINUING PROJ-OPERATING FD	2,600,000
CUH876-01	MOCCASIN PHONE SYSTEM	HETCHY CONTINUING PROJ-OPERATING FD	100,000
CUH878-01	O'SHAUGENESSY DIS.REPAIRS	HETCHY CONTINUING PROJ-OPERATING FD	3,050,000
CUH901-01	CHERRY ELEANOR TUNNEL UPGRADE STUDY	HETCHY CONTINUING PROJ-OPERATING FD	250,000
CUH915-01	UNDERGROUND ASSESSMENT FUNDING	HETCHY CONTINUING PROJ-OPERATING FD	2,200,000
CUH941-01	HH SCADA SECURITY & CONTROL - EAST	HETCHY CONTINUING PROJ-OPERATING FD	1,500,000
CUH944-01	ELECTRIC TRANS SYS (3RD ST/OTHERS)	HETCHY CONTINUING PROJ-OPERATING FD	6,700,000
CUH946-01	FAC MAINTENANCE-SUPPORT STRUCTURES	HETCHY CONTINUING PROJ-OPERATING FD	450,000
CUH947-01	MAYOR'S ENERGY CONSERVATION CAPITAL ACCT	HETCHY CONTINUING PROJ-OPERATING FD	1,750,000
CUH948-01	FAC MAINT-TRANS LINES/SWTHYARDS	HETCHY CONTINUING PROJ-OPERATING FD	600,000
CUH949-01	RIGHT OF WAY MAINTENANCE	HETCHY CONTINUING PROJ-OPERATING FD	215,000
CUH950-01	PENSTOCK RENOVATIONS - KPH/MPH	HETCHY CONTINUING PROJ-OPERATING FD	2,200,000
CUH951-01	CANYON TUNNEL-ROCK TRAP CLEANING	HETCHY CONTINUING PROJ-OPERATING FD	1,600,000
CUH952-01	MECA - SFGH HVAC	HETCHY CONTINUING PROJ-OPERATING FD	1,350,000
CUH953-01	MECA SFGH COGEN PROJECT	HETCHY CONTINUING PROJ-OPERATING FD	3,000,000
CUH954-01	MECA SFPUC HIGH CITY ENERGY USERS	HETCHY CONTINUING PROJ-OPERATING FD	1,500,000
CUH955-01	MECA CWP SOUTHEAST WASTEWATER SOLAR	HETCHY CONTINUING PROJ-OPERATING FD	2,400,000
Department	: HHP Subtotal		40,827,000
Department	: JUV JUVENILE PROBATION		
FJV267	FACILITIES MAINTENANCE - HIDDEN VALLEY	GF-ANNUAL PROJECT	20,000
FJV311	FAC MAINTENANCE - YOUTH GUIDANCE	GF-ANNUAL PROJECT	250,000
FJV312	FAC MAINTENANCE - LOG CABIN RANCH	GF-ANNUAL PROJECT	60,000
Department	: JUV Subtotal		330,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2002-2003
Department : LIB PUBLIC LIBRARY			
CLBB01-01	REPLACE BRANCH LIBRARY PHONE SYSTEM	LIBRARY FUND - CONTINUING PROJECTS	280,000
CLBBRA-01	BRANCH IMPROVEMENTS-PLANNING & DESIGN	2001 PUBLIC LIBRARY-2ND SERIES-2002C	5,023,950
CLBBRB-01	BRANCH IMPROVEMENTS-CONSTRUCTION	2001 PUBLIC LIBRARY-2ND SERIES-2002C	952,500
CLBBRC-01	BRANCH IMPROVEMENTS-SUPPORT CENTER	2001 PUBLIC LIBRARY-2ND SERIES-2002C	8,626,000
CLBBRD-01	BRANCH IMPROVEMENTS-SITE ACQUISITION	2001 PUBLIC LIBRARY-2ND SERIES-2002C	7,617,550
CLBBRE-01	BRANCH IMPROVEMENTS-RELOCATION	2001 PUBLIC LIBRARY-2ND SERIES-2002C	1,080,000
FLB510	EXPENSES		
	FACILITIES MAINTENANCE	LIBRARY SPEC REV FD-ANNUAL PROJECTS	240,000
Department : LIB Subtotal			23,820,000
Department : MYR MAYOR			
CCF170	LOW INCOME HOUSING	CONV FAC FD-CONTINUING PROJECTS	5,436,000
Department : MYR Subtotal			5,436,000
Department : POL POLICE			
CPC606-01	HOLDING CELLS - INGLESIDE STATION	GF-ANNUAL PROJECT	90,000
CPC606-02	HOLDING CELLS - RICHMOND STATION	GF-ANNUAL PROJECT	94,000
IPC236-01	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	110,000
Department : POL Subtotal			294,000
Department : PRT PORT			
CPO625-01	CARGO MAINT DREDGING	PORT-CONTINUING PROJ-OPERATING FD	2,700,000
CPO675-01	PIER 80 FENDER REPAIR	PORT-CONTINUING PROJ-OPERATING FD	100,000
CPO725-02	SPECIAL AREA PLAN FY 02/03	PORT-CONTINUING PROJ-OPERATING FD	1,596,400
CPO727-01	MATERIAL TESTING	PORT-CONTINUING PROJ-OPERATING FD	400,000
CPO750-01	PIER 35 REPAIRS & IMPROVEMENT	PORT-CONTINUING PROJ-OPERATING FD	450,000
CPO751-01	PIER 35 SOUTH FENDER REPL	PORT-CONTINUING PROJ-OPERATING FD	300,000
CPO752-01	AMADOR ST FORCED SEWER MAIN	PORT-CONTINUING PROJ-OPERATING FD	325,600
GPO228-01	STORMWATER POLLUTION CONTROL	PORT-OPERATING-ANNUAL PROJECTS	52,000
GPO234-01	FACILITY HAZARDOUS MATERIAL REMOVE	PORT-OPERATING-ANNUAL PROJECTS	100,000
GPO236-01	FACILITY IMPROVEMENTS	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO536-01	MISCELLANEOUS TENANT FACILITY IMPROVEMNT	PORT-OPERATING-ANNUAL PROJECTS	125,000
GPO537-01	FISHERMAN'S WHARF WATER QUALITY MONITORG	PORT-OPERATING-ANNUAL PROJECTS	40,000
GPO538-01	RAIL TRACK MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	200,000
GPO609-01	FISHERMAN'S WHARF ENVIRONMENTAL PROBLEMS	PORT-OPERATING-ANNUAL PROJECTS	50,000
GPO624-01	CARGO FAC REPAIR	PORT-OPERATING-ANNUAL PROJECTS	90,000
GPO632-01	PIER 98 MAINTENANCE	PORT-OPERATING-ANNUAL PROJECTS	128,200
Department : PRT Subtotal			6,707,200

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2002-2003
Department	: PTC MTA - PARKING AND TRAFFIC		
CPK012-01	TRAFFIC MANAGEMENT SYSTEM	PTC-CONTINUING PROJ-OPERATING FD	644,866
CPK014-01	CONTINUOUS POWER SUPPLY FOR SIGNALS	PTC-CONTINUING PROJ-OPERATING FD	85,134
FPK507-01	CONTROL BOX REPLACEMENT	OFF-STREET PARKING-ANNUAL PROJECTS F	120,000
GPK506-01	FACILITIES MAINTENANCE	OFF-STREET PARKING-ANNUAL PROJECTS F	150,000
Department	: PTC Subtotal		1,000,000

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2002-2003
Department : REC RECREATION AND PARK COMMISSION			
CRP603-01	MOSCONE PLAYGROUND	2000 NEIGHBORHOOD REC & PARK-4TH SERI	1,065,939
CRP604-01	APTOS PLAYGROUND	2000 NEIGHBORHOOD REC & PARK-4TH SERI	2,240,000
CRP605-01	WALTER HAAS PLAYGROUND	2000 NEIGHBORHOOD REC & PARK-4TH SERI	1,300,000
CRPACQ-01	OS ACQUISITION-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	1,089,315
CRPADA-01	ADA COMPLIANCE-BUDGET	GF-CONTINUING PROJECTS	175,000
CRPCLU-01	OS NEIGHBORHOOD CLUBHOUSES-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	200,000
CRPCON-01	OS CONTINGENCY-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	653,589
CRPCPM-01	OS CAPITAL PROGRAM MGMT-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	142,600
CRPCPM-01	OS CAPITAL PROGRAM MGMT-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	562,000
CRPERO-01	EROSION CONTROL-BUDGET	GF-CONTINUING PROJECTS	200,000
CRPFRH-01	FIELD REHABILITATION-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	2,000,000
CRPFRH-01	FIELD REHABILITATION-BUDGET	GF-CONTINUING PROJECTS	500,000
CRPGAR-01	OS COMMUNITY GARDENS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	300,000
CRPHAZ-01	HAZARDOUS MATERIALS MITIGATION-BUDGET	GF-CONTINUING PROJECTS	150,000
CRPNAP-01	OS NATURAL AREAS MGMT PLAN-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	662,889
CRPNPG-01	OS NEIGHBORHOOD PLAYGROUNDS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	800,000
CRPNPG-NB99	NORTH BEACH PLAYGROUND-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	695,061
CRPNPG-RO99	ROSSI PLAYGROUND-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	300,000
CRPNPG-RP99	ROCHAMBEAU PLAYGROUND-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	779,000
CRPNPG-YC99	YOUNGBLOOD COLEMAN PLAYGROUND-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	325,000
CRPNPS-01	OS NEIGHBORHOOD PARKS & SQUARES-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	2,966,500
CRPNPS-AO99	ALAMO SQUARE-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	491,700
CRPNPS-FS99	FRANKLIN SQUARE-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	290,700
CRPNPS-HO99	HOLLY PARK-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	845,000
CRPNRC-EV99	EUREKA VALLEY-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	500,000
CRPNRC-JL99	JOSEPH LEE-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	845,000
CRPNRC-OV99	OCEANVIEW-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	550,000
CRPPOL-LA99	LARSEN PARK SAVA POOL-BUDGET	2000 NEIGHBORHOOD REC & PARK-4TH SERI	150,000
CRPREN-01	OS PARK RENOVATIONS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	700,000
CRPSEC-01	SECURITY AND LIGHTING SYSTEM-BUDGET	GF-CONTINUING PROJECTS	75,000
CRPSIS-01	SIGNAGE & INFORMATION SYSTEM-BUDGET	GF-CONTINUING PROJECTS	150,000
CRPUFO-01	OS URBAN FORESTRY-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	475,000
CRPVOL-01	OS VOLUNTEER PROGRAMS-BUDGET	OPEN SPACE & PARK-CONTINUING PROJECT	64,983
FRPCOM-01	3COM FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	900,000
FRPFEN-01	FENCING FOR PARKS AND SQUARES-BUDGET	GF-ANNUAL PROJECT	50,000
FRPGEN-01	GENERAL FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	500,000
FRPGOL-01	GOLF FACILITIES MAINT-BUDGET	GOLF FUND -ANNUAL PROJECTS FUND	300,000
FRPMAT-01	MATHER FACILITIES MAINT-BUDGET	GF-ANNUAL PROJECT	200,000
FRPRSA-01	REPAIR SURFACED AREAS-BUDGET	GF-ANNUAL PROJECT	100,000
FRPFYM-01	MYH-FACILITIES MAINTENANCE-BUDGET	R&P-MARINA YACHT HARBOR FUND	550,000
Department : REC Subtotal			24,844,276

MAYOR'S PROPOSED CAPITAL PROJECTS

Project		Subfund	Proposed 2002-2003
Department	: SCI ACADEMY OF SCIENCES		
FPWZZZ-ZZ01	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	50,000
Department	: SCI Subtotal		50,000
Department	: SHF SHERIFF		
CSH602-01	INDOOR FIREARMS TRAINING RANGE	SHERIFF-SPECIAL MAINTENANCE FUND	300,000
FSHFMP	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	350,000
Department	: SHF Subtotal		650,000
Department	: TIS TELECOMMUNICATIONS & INFORMATION SVCS		
CTI003-01	CITYWIDE PHONE SWITCH PROGRAM	GF-CONTINUING PROJECTS	405,000
FEL001	FACILITIES MAINTENANCE	GF-ANNUAL PROJECT	37,000
Department	: TIS Subtotal		442,000
Department	: WAR WAR MEMORIAL		
CWM656-01	VETERANS: LONG-TERM SEISMIC PLANNING	WAR MEMORIAL-CONTINUING PROJECTS	200,000
CWM660-01	ZELLERBACH REH. HALL: FIRE ALARM SY UPGR	WAR MEMORIAL-CONTINUING PROJECTS	450,000
CWM700-99	WAR MEMORIAL VETERANS BUILDING	WAR MEMORIAL-CONTINUING PROJECTS	5,000,000
GWM523-M1	MISC FAC MAINT PROJECTS	WAR MEMORIAL-ANNUAL PROJECTS	523,500
Department	: WAR Subtotal		6,173,500
Department	: WTR WATER DEPARTMENT		
CUW123-01	WATER TEMPLES-STRUCTURAL REHAB	SFWD-CONTINUING PROJ-OPERATING FD	100,000
CUW125-01	SEISMIC RISK ANALYSIS (PHASE 2)	SFWD-CONTINUING PROJ-OPERATING FD	2,000,000
CUW135-01	NEW LINE & BYPASS VALVES	SFWD-CONTINUING PROJ-OPERATING FD	655,000
CUW220-01	CALAVERAS DAM: SEISMIC EVALUATION	SFWD-CONTINUING PROJ-OPERATING FD	2,500,000
CUW657-01	BALBOA/FRANCISCO RESERVOIRS STUDY	SFWD-CONTINUING PROJ-OPERATING FD	300,000
CUW665-01	SUNSET CIRCULATION IMPROVEMENTS	SFWD-CONTINUING PROJ-OPERATING FD	3,000,000
CUW681-01	425 MASON FACILITIES MAINT	SFWD-CONTINUING PROJ-OPERATING FD	500,000
CUW710-01	OCIP PROJECT CONTROL	SFWD-CONTINUING PROJ-OPERATING FD	2,825,000
CUW912-01	REMOVAL AND DISPOSAL	SFWD-CONTINUING PROJ-OPERATING FD	11,200,000
Department	: WTR Subtotal		23,080,000
Capital Project Total			229,278,370

